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May 28, 1973

# RAILWAY AGE

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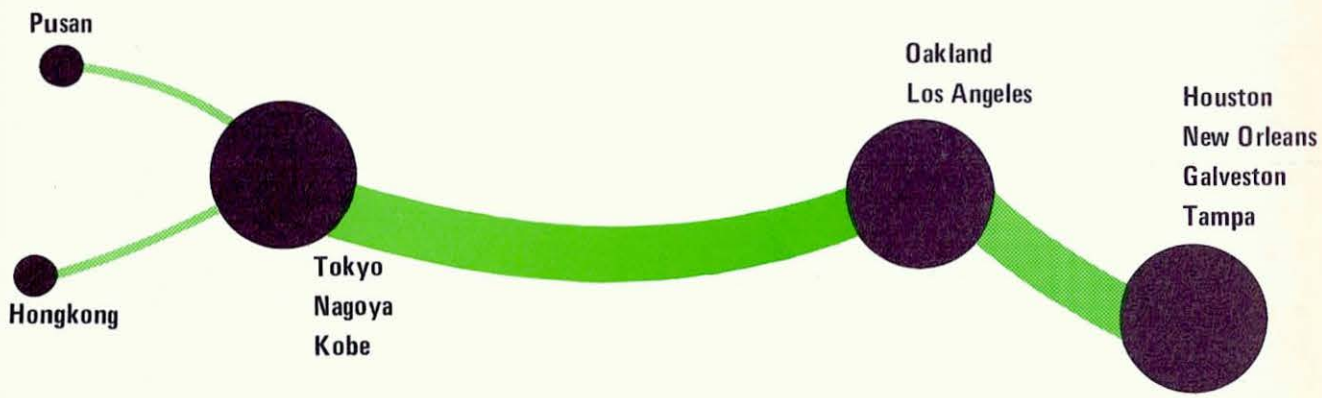


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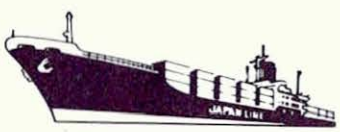

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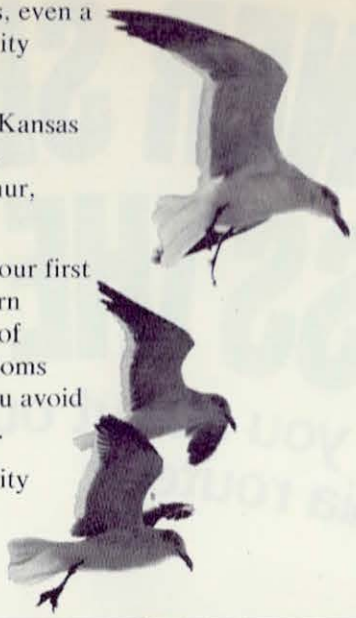

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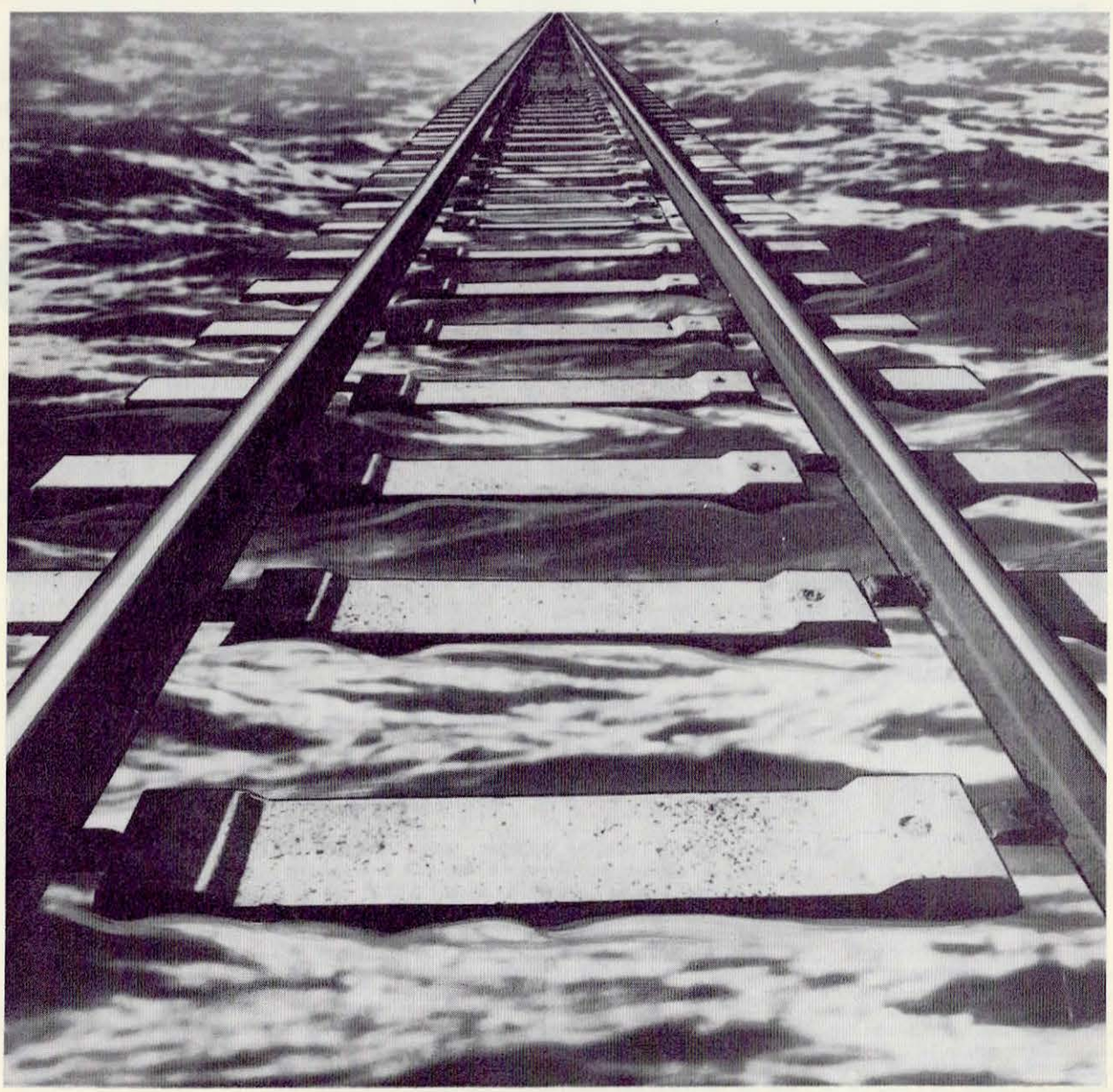

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# Inside

LUTHER MILLER

## AND NOW FOR THE NEWS

Big news does not always come in big packages. Consider, for example, the hasty departure of Egil (Bud) Krogh from the DOT under secretaryship. Not being in the Watergate-reporting business, we are giving this interesting development only a longish paragraph in "Watching Washington" (p. 13). But what a paragraph!. . .And then there's the story of what happened in Quarryville, Pa., when a group of shippers was faced with the loss of branch-line service. Did they put up protests? Yes. But they also put up some money—and the result is an agreement which Penn Central describes, in what may be the understatement of the year, as "novel" (p. 16). . .Our lead news story—again—is on the Northeast crisis. But for once, Penn Central doesn't hog the scene. This piece is about the Erie—and EL's bankruptcy judge thinks EL has the brightest future of them all in accomplishing a successful reorganization (p. 10).

Very often, next month's feature stories appear as this month's short news items. Note, in this connection, the small item on p. 8 reporting the Burlington Northern's electrification study. Alert readers will recall a similar item involving the Southern a couple of issues ago. Right now an editorial task force headed by Mechanical Editor Fred Houser is working on a comprehensive survey of the prospects for electrification, involving not only BN and Southern but other railroads that may be close to decision time. It will be our cover story June 25.

## A PROPHET GOES PFFFT!

Big stories also come in big packages, of course, and one of the biggest—certainly the most bullish—that it has been our pleasure to put into print this year is Senior Editor Gus Welty's piggyback survey (p. 22).

In 1959, railroads loaded 416,508 flat cars with trailers and containers; and in the ensuing decade piggyback really took off. By 1969, TOFC/COFC loadings had more than tripled. Even in bad times, piggyback thrived.

Then, in 1970, loadings unaccountably dropped. They dropped again in 1971. One traffic magazine wrote what it clearly believed to be TOFC/COFC's obituary: "Piggyback goes pffft!" was the headline. We were almost alone, at the time, in insisting that a stock-taking plateau should not be mistaken for a long-term trend. In this issue we can say, unabashedly, "We told you so." All carloadings are up in this boom traffic year; but piggyback is again setting a furious pace with a 22.6% increase.

With piggyback put to bed, our prolific senior editor found time to work with Engineering Editor Merwin Dick on a package of stories that comprise the latest installment in our "Profit through Productivity" series. It begins on p. 42B.

# unloading a big problem

For some time, a chemical company in the South had been shipping chemical products to West Virginia by barge. An efficient, time-honored means of transportation.

Except that by today's standards, unloading became a problem. Air pollution, they called it. And it had to be unloaded, of course, so trucks and railroad cars could take the product to its final destination.

What to do? To clear the air, the chemical company would have had to spend thousands of dollars for pollution-free unloading equipment.

The chemical company called a conference. Barge/rail was the least expensive transportation. Shipping the whole way by rail would cost more. But, weighed against the cost of a new barge unloader, rail was the better solution.

So starting in March, the chemical product is traveling the whole way in covered hopper cars. The dust has settled in West Virginia. And nobody's choked up about the cost, either.

If you've got a problem, write Paul Reistrup, our Vice-President of Traffic, 135 East Eleventh Place, Chicago, Illinois 60605, or phone him at 312-922-4811.

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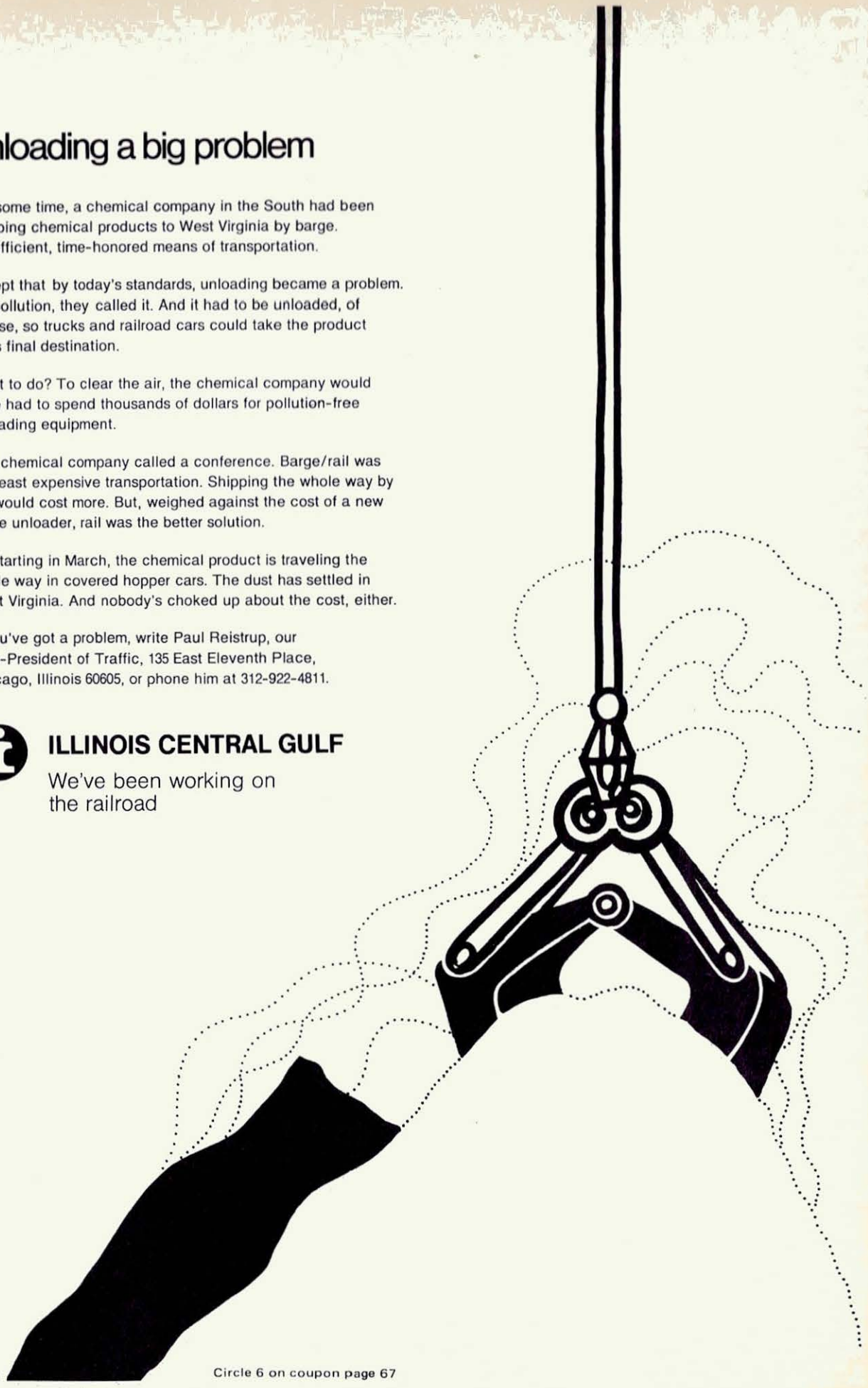
We've been working on the railroad



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# RAILWAY AGE

MAY 28, 1973


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## COVER

Union Pacific's chief photographer, G.G. Traylor, snapped the cover picture at UP's busy intermodal terminal at Denver.

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# Short and Significant

### BN, GE BEGIN ELECTRIFICATION STUDY

Burlington Northern and General Electric are looking at the possibilities for electrification of certain BN mainlines—and BN makes it plain that this is more than just a casual look. President Robert W. Downing points out that BN has sufficiently heavy density of traffic on "three or four of our main lines" to warrant a hard look at electrification. He also notes that BN western lands hold estimated coal deposits of at least 62 billion tons, and "we may be able either to trade our coal directly to electric utility companies in return for energy to power our trains, or to arrange for the generation of electricity with coal supplied from mines located on our line." Also very much on BN's mind: Increasing traffic, in the face of higher diesel fuel costs, and the threat of reduced supplies.

### GE BUILDS ITS 2,500th DIESEL

General Electric's Locomotive Products Department completed early in May its 2,500th domestic diesel-electric locomotive. The 3,000-hp, 127-ton U3OB—bearing road number 846—was part of a 10-locomotive order placed with GE by the St. Louis-San Francisco for road freight service. The first practical diesel-electric locomotive GE manufactured, in 1924, weighed in at 60 tons and was rated at 300 hp. GE's locomotive line today ranges from 1,800 hp to 3,600 hp and includes nine models.

### CAR SHORTAGE DIVERTS PLYWOOD TRAFFIC

The box-car shortage has cost railroads about $22 million in lost plywood traffic so far this year, according to Cliff Ellenwood, transportation services manager of the American Plywood Association. He says that during the two months ended around May 1, plywood mills in the West averaged a 41% shortage of rail equipment. Some mills were shipping as much as 60% of their production by highway, compared with 10-15% under normal conditions, says Ellenwood.

### PULLMAN BACKLOG HITS A BILLION

The order backlog of Pullman Inc. topped $1 billion for the first time in the 106-year-old company's history as of May 1—with transportation equipment accounting for more than $400 million of the total. Pullman-Standard was working on orders for 11,533 freight cars and 620 passenger cars, "reflecting a sharp upturn in rail-car orders that began late in 1972." Trailmobile, Pullman President Samuel B. Casey, Jr., said, "continues to experience high business levels" in both trailers and containers."

### REVENUES, EXPENSES AND RATES. . .

With the economy booming and railroads sharing in the boom, it's still no time for regulators and legislators to sound the "All's well" cry. Consider, for instance, Santa Fe Industries and its report of record-high first-quarter earnings. Transportation revenues were indeed up by $27.7 million, mostly due to added business and not to rate increases. But transportation-operations expenses rose by more than that. Transportation operating income dropped by $1.4 million. Said SFI Chairman John S. Reed: "The results of the first quarter clearly demonstrate the need for immediate increased freight rates. Unless such increases are forthcoming, the railroad industry will be hard-pressed to provide equipment and other improvements essential to meet the needs of a growing industrial economy which may become increasingly dependent upon rail transportation."

### BN/MILWAUKEE STUDIES MOVE AHEAD

If all continues to go well, ICC hearings on Milwaukee Road's bid for inclusion in the Burlington Northern system may get under way in 1974. The two roads have named task-force personnel to make the studies; Milwaukee has also retained Kuhn, Loeb & Co. as financial advisor to help in structuring a feasible plan and in negotiations leading to an agreement with BN. Meanwhile, "to maintain flexibility," Milwaukee has not withdrawn its earlier petition for an inclusion position in the Union Pacific/Rock Island case.

### LABOR AGREEMENT: PROGRESS, BUT. . .

The railroads and rail labor organizations continue to make progress toward wrapping up the agreement reached in March. At last count, 11 of the 15 unions had indicated ratification and most had signed final agreements. But among the shopcrafts, all was not going smoothly—with the Machinists seeking to revoke, after-the-fact, the authorization given to the Railway Employes' Department to negotiate an agreement. The union claims there was "substantial unauthorized deviation from the authority granted," but it doesn't say what the deviation was. For their part, the carriers insist that the agreement is binding—citing, among other things, a statement of policy and agreement adopted by the RED in 1970 which would appear to bar a withdrawal and which would also appear to require execution of agreements by all RED organizations if ratifications or other approvals are given by a majority. At this point, four of the six shopcrafts are being counted on the approval side.

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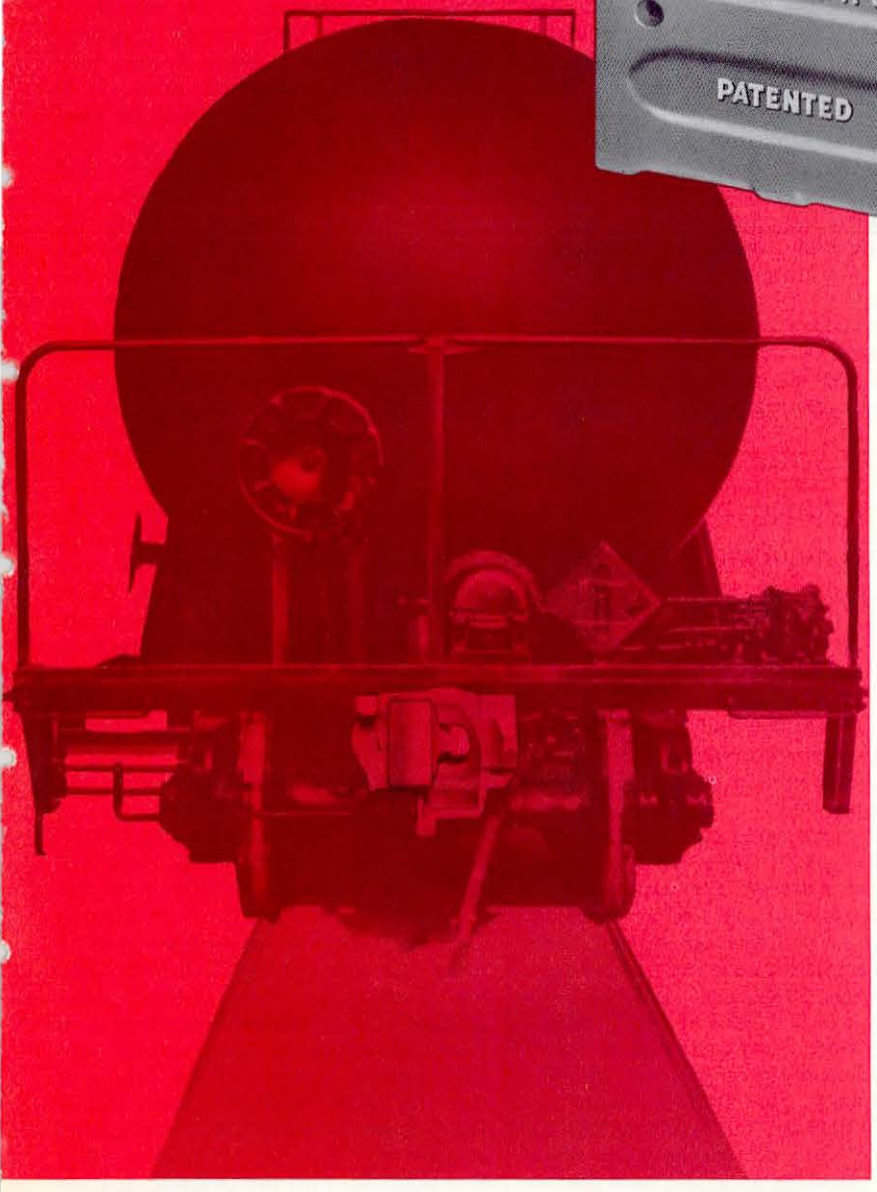

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RAILWAY AGE
NEWS

# EL: "Brightest future" among the bankrupts

Rail observers in Washington in recent days have felt they were watching Rome burn. Despite a great many private, behind-the-scenes consultations and conferences, the swiftly worsening Penn Central crisis has received almost no public attention as the U.S. Government struggled with the Watergate revelations; with the prospect—explosive in its political ramifications—of fuel shortages and gas rationing this summer; and with an overheating economy that threatens to undermine the Administration's Phase III economic stabilization program.

In Cleveland a different attitude seemed to prevail concerning the second biggest of the Northeastern bankrupts. Optimism about successfully reorganizing the Erie Lackawanna has been expressed by both the railway's trustees and by Federal Judge Robert B. Krupansky who has jurisdiction over the EL reorganization. At the presentation of EL's 1972 and first-quarter 1973 operating results in the Federal district court in Cleveland, Trustees Thomas P. Patton and Ralph S. Tyler, Jr., cited the almost steady improvement in Erie operations and cash position since the line filed for reorganization under Section 77 on June 26, 1972, in the wake of the $5.4-million damage it sustained in the course of Tropical Storm Agnes.

Judge Krupansky observed that Erie is showing "rapid movement" as compared with the other six bankrupt lines and added that it has the "brightest future" in accomplishing a successful reorganization. The Northeast, continued the judge, encompasses railroad problems "of a magnitude and complexity few can comprehend."

"We realize," said the trustees, "that EL, as one of the seven railroads now in reorganization, is considered a part of the Northeastern railroad problem for which there have been proposed solutions ranging from complete nationalization to restructuring of the properties under private enterprise without expenditure of public monies."

EL's position calls for legislation without direct Federal grants to the railroads, but for steps which would preserve rail competition in the Northeast, including the following:

—Speedy designation of a "core system."

—Provision of sufficient rail systems to operate this "core system" so as to provide reasonable competition throughout the Northeast.

—Placing on the auction block those lines not in the core system with their operations to be shut down unless states, localities or others are willing to acquire them and pay for their operation.

—Assumption by the Federal Government of the social costs involved in job protection for employees on those lines where operations would be ended.

—Financial assistance from the Federal Government by way of loans for capital purposes if there is assurance that the loans will be fully repaid.

—Enactment of DOT proposals for speeded and liberalized regulatory procedures relating to abandonment, merger, intermodal ownership, rate-making flexibility, and for elimination of discriminatory taxation of rail assets and amendments to Section 77 of the Bankruptcy Act.

Federal Judge Krupansky sees "rapid movement" toward a successful reorganization.

Most encouraging to EL trustees has been the road's ability to capture an increasing share of the eastern transportation market, as well as its generation of net railway operating income plus some net for covering fixed charges in the years 1968, 1969 and 1971. An ordinary loss for 1972 of $18.2 million was reported, compared with a loss of $1.4 million the previous year. With the extraordinary $5.4-million charge for "Agnes" damage, the resulting loss for 1972 on a fully accrued basis was $23.5 million. Earnings on a cash basis (before depreciation and other non-cash charges) for the final six months of 1972 totaled $5.4 million and the cash position had improved to $6.6 million early in May.

Historically the Erie has been plagued by an unwieldy debt structure; the trustees concede that in the road's previous reorganization during World War II too much debt was carried forward. The long-term picture should show some improvement this year as the result of conversion, at the option of the holders, of Erie general mortgage 4½% income bonds, Series A, into Norfolk & Western common stock. It is expected all these bonds will be converted this year, eliminating the principal liability of $27.9 million and interest obligations of $3.8 million.

For the first quarter of 1973, EL revenues were up $6.1 million from the comparable 1972 period to $70.1 million. The net loss of $2.6 million included $3.8 million of accrued taxes and interest which are not paid because of the reorganization. Trustees have applied for court permission to seek a $4 million loan under the Federal flood relief program for Agnes-damaged railroads.

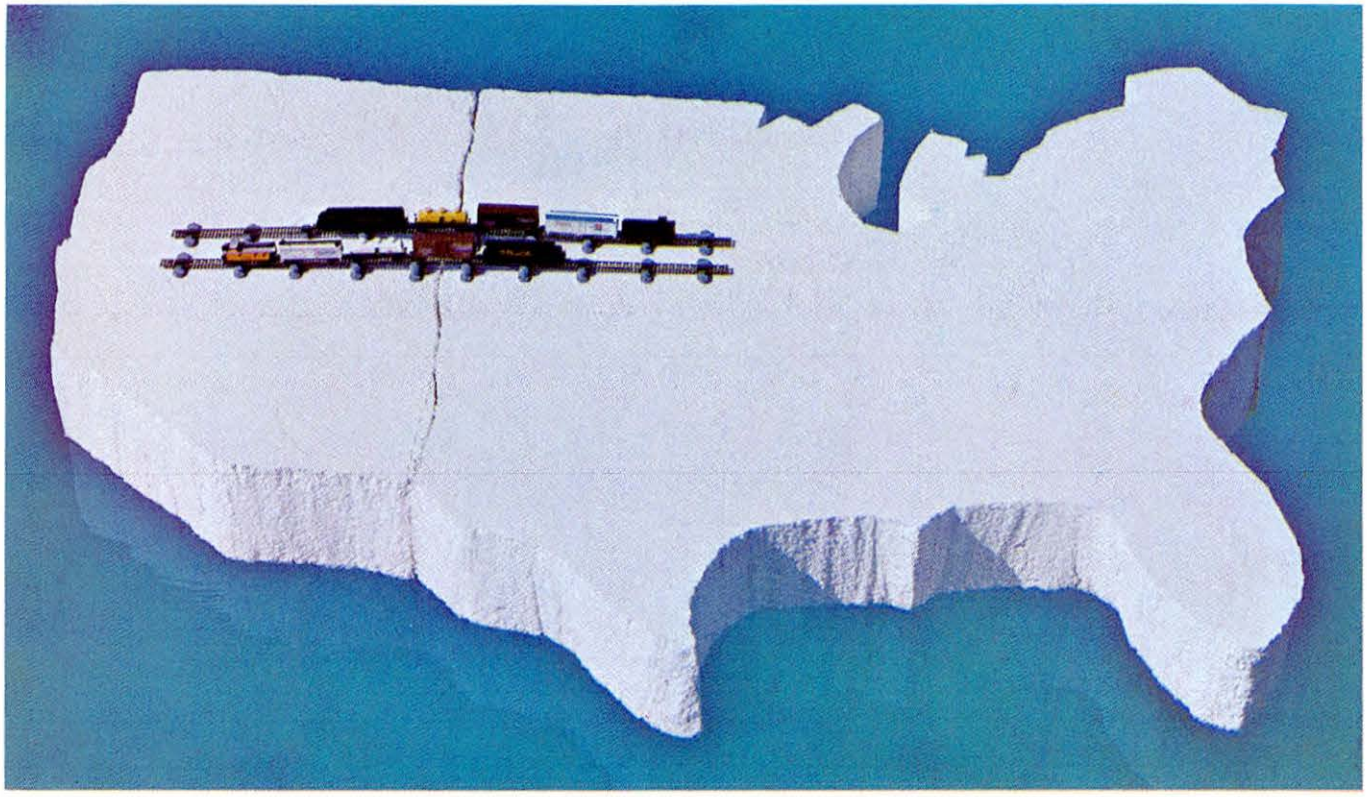
Trustees have also endorsed the decision made by EL management prior to the bankruptcy for enlargement and modernization of the Marion, Ohio, yard, a project expected to cost approximately $7 million. This project, termed "most desirable" in a presentation to Judge Krupansky, would permit major changes in EL's classification and continue a program of consolidating facilities which has already seen one yard in the Chicago area closed.

EL added 26 high-horsepower locomotives to its fleet during 1972 and retired 39; 50 covered hoppers were also acquired. Right now, EL is looking to the acquisition of additional tri-level racks and more automobile parts cars. After examining the 3,000-mile line, trustees have concluded that there is no need for extensive abandonment and have already applied for the closing of the 169 miles rated no longer viable. Other recent steps include coordination of train and terminal operations, wherever possible, with the Delaware & Hudson, a steady increase in runthrough service with other connecting lines and a concentrated effort to consolidate and improve yards and shops.

President Gregory P. Maxwell noted

# Can a "bridge" railroad unite the nation?

# It already has.



In the high country of the Rockies, Rio Grande's tough, versatile trains do the job.

Who benefits? The United States, from coast-to-coast.

Key connections for transcontinental traffic—Ogden and Salt Lake to the West and Denver, Colorado Springs and Pueblo to the East—are joined by the Grande's short, fast, efficient trains.

Rio Grande serves the territory better because Rio Grande knows the territory better.

**The future is Grande.**

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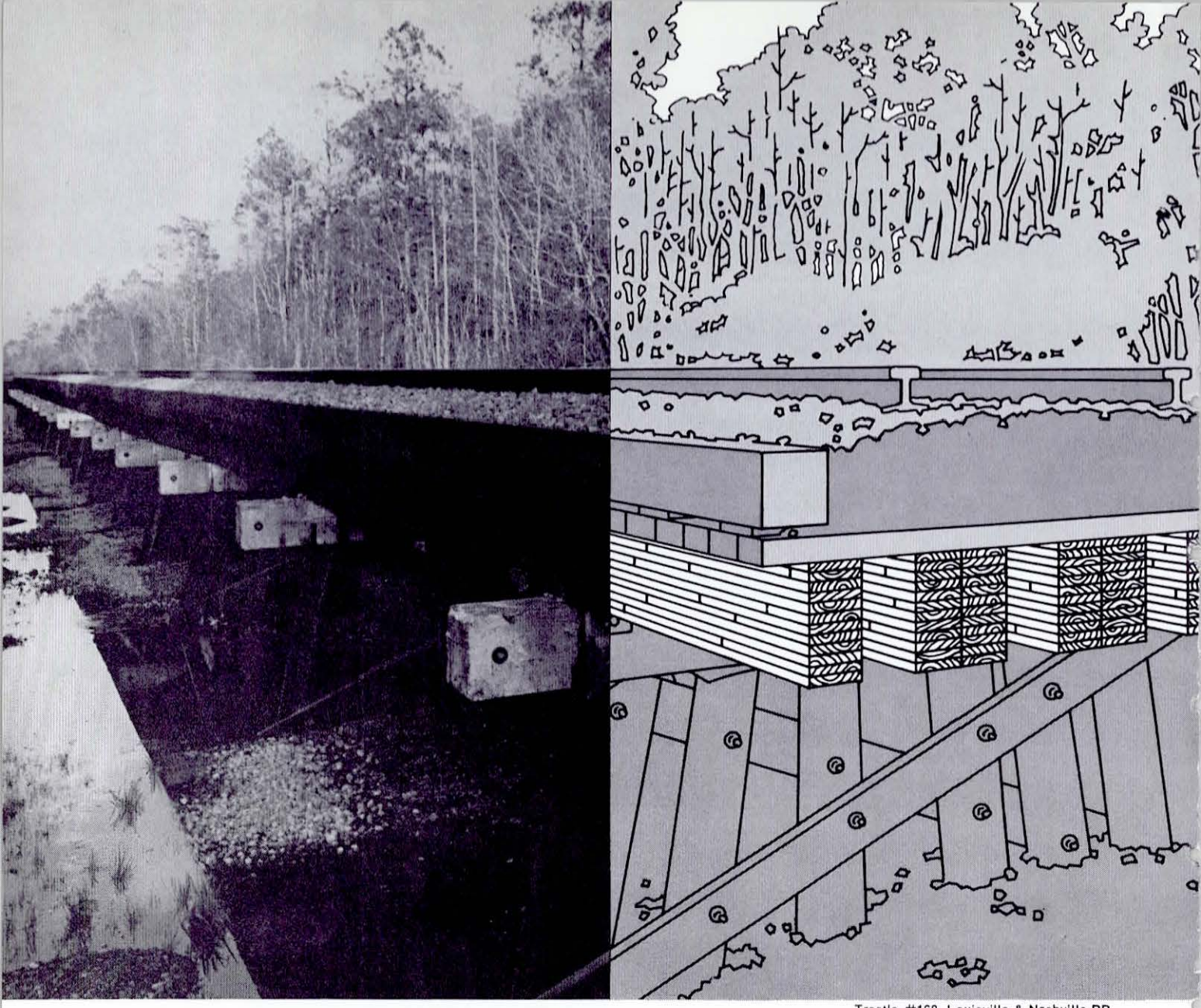

Trestle #168, Louisville & Nashville RR.

# Koppers laminated wood stringers give L&NRR all the features of solid sawn timber—and then some.

There's a lot of sense in the decision of Louisville & Nashville RR to use Koppers laminated wood stringers in their Trestle #168.

- The cost in place of the new structure with the laminated stringers was no higher than that estimated for a standard trestle. (The new installation is designed for a Cooper E-80 loading versus an E-72 loading, L&N's standard specification for a timber trestle.)
- The use of longer panels provides for bigger drainage openings.
- The new design led to fast and easy installation.
- Improved service life and low maintenance is anticipated.

For complete protection, the laminated stringers, as well as the piling, cross-bracing and solid timbers, of this trestle were pressure-treated with a creosote solution.

Koppers laminates offer the additional advantages of ready availability and the ability to be engineered to meet specific functions. Extended lead time is not required for your bridge and construction requirements. This helps you keep costs in line. And they are comparable with other structural materials in terms of cost and function.

With the possible future delays in obtaining solid timbers, now is the time for you to check into the applications and advantages of laminated wood.

For additional information on laminated timber structures, write to Mr. R. R. Wingard, Assistant Vice President, Koppers Company, Inc., 700 Koppers Building, Pittsburgh, Pa. 15219. 72-5

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**Engineered Products**

Circle 9 on coupon page 67

that a major factor in EL's expansion in the eastern transportation market has been its piggyback volume which now accounts for fully 17% of the road's revenues. Modification of rates to encourage volume moves has been a major factor in the steady growth of trailer and container traffic. Trustee Tyler called Erie "the best of the bankrupt railroads, and a line that the country needs."

Things were not so up-beat elsewhere in the Northeast quandary. Penn Central trustees Jervis Langdon and George P. Baker, joined by PC President William H. Moore, recently reminded the House Transportation Subcommittee that they had been instructed by their bankruptcy court overseer to submit a final reorganization plan—or a plan of liquidation—by July 2. "If we don't see a chance of Federal help, we have to file a plan for liquidation," maintained Trustee Langdon.

Under questioning, the trustees said they agreed Federal aid of the order of $500 million to $1 billion would be required for a successful reorganization. PC trustees then endorsed the plan offered by ICC (RA, April 30, p. 10), which provides for Federal aid, including loans and grants-in-aid, as well as a 1% transportation tax. They endorsed a Federal takeover of Northeast corridor passenger service, but suggested a Northeast restructuring which would create three trunk lines—a pared-down PC, an expanded Norfolk & Western (including EL, Boston & Maine and Delaware & Hudson), and an expanded Chessie System including the Reading and Central of New Jersey.

DOT Secretary Claude S. Brinegar, his department rocked by the resignation of Undersecretary Egil Krogh (see Watching Washington), told reporters at a private luncheon that DOT is developing a contingency plan to continue operating PC if its bankruptcy court orders a shutdown. He indicated the plan envisions other railroads using PC track and equipment. Observers however, said the contingency plan was only that, and not DOT's final say in the search for a solution to PC and the Northeast problem.

AAR President Stephen Ailes, in perhaps his most important policy statement to date on the Northeast crisis, reiterated railroad-industry support for government takeover of the Northeast Corridor passenger lines as the price of survival for privately operated rail freight service in the Eastern district.

In his testimony before the House Transportation Subcommittee, Ailes said creation of an Amtrak-type corporation for the Northeast rail passenger service "is a natural and inevitable evolutionary development which must take place independently of any resolution of the Penn Central bankruptcy or of the other problems of our eastern

# Watching Washington

REID BEDDOW

## DOT AND WATERGATE

Whatever are the other ramifications of the Watergate Affair, one short-term result is an increase in the prestige of DOT Secretary Claude S. Brinegar. With the resignation of DOT Under Secretary Egil Krogh, Jr., Mr. Brinegar has become master of DOT's house in more than name. It has been no secret that Mr. Brinegar, since his appointment last December, has chafed at a management system wherein his principal aide had pipelines of communication to the White House which he himself did not enjoy. The elimination of the White House Palace Guard, i.e, the Haldeman-Ehrlichman regime, and the downgrading of the "supercabinet," whereby HEW Secretary Caspar Weinberger and HUD Secretary James T. Lynn were counselors to the President for domestic policy, means that Mr. Brinegar now for the first time is squarely and personally the President's chief transportation advisor. Henceforth he will be more than ever a power to be reckoned with by the surface transportation industry in this year's painful search for new departures in national transport policy. Mr. Brinegar can also now rely more directly on the loyalty of the DOT "pros," i.e., the Department's career civil servants, who are as aware as Secretary Brinegar that the Federal government must rise to the challenges of the times.

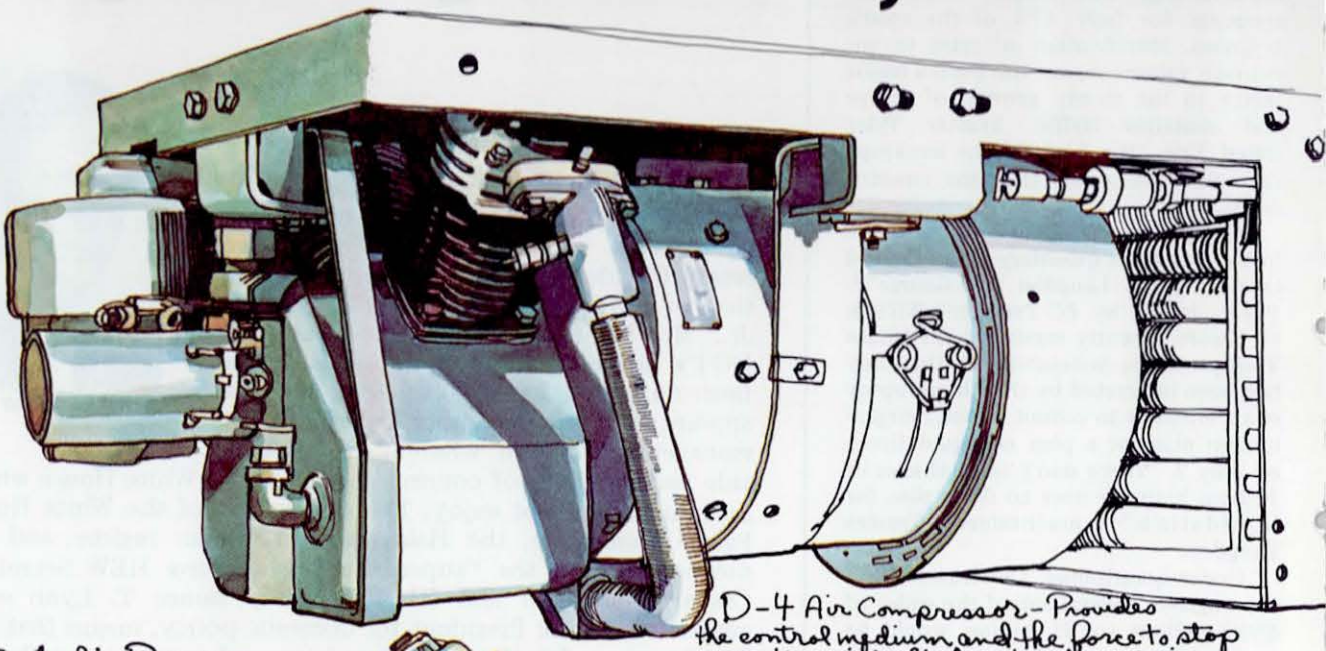
## ANOTHER SHOE DROPPING?

Alarmists in this capital, of which there is no shortage these days, are increasingly nervous about the new contract demands of the Teamsters. The Brotherhood on May 9 presented the trucking industry with demands for an 8% wage hike plus fringes. The package is greatly in excess of the Administration 5.5% wage guidelines. While the White House and Congress will surely intervene to prevent a national strike, especially in conjunction with a UTU strike against Penn Central, the Teamsters have a clout, fiscal and political, which only adds to the complexities and troubles of the surface modes in steering transportation assistance legislation through the Congress during the coming summer.

## METROLINER WEST

Under the aegis of Senate Commerce Committee Chairman Warren G. Magnuson, Western senators are pushing plans for a high speed rail system linking Vancouver, B.C., and Seattle with San Diego. They have introduced S. 1328 which directs DOT to study the feasibility of the West Coast network, and Sen. John Tunney (D.-Calif.) will preside over hearings opening May 29 in Los Angeles to drum up local support. Amtrak has no objections to such service, provided, of course, that DOT and/or the states involved cough up the funds for a demonstration. It looks very much like S. 1328 will pass, and that, pending the Transportation Department's conclusions as to feasibility of such a thing, West Coast high-speed service could be a reality in two years.

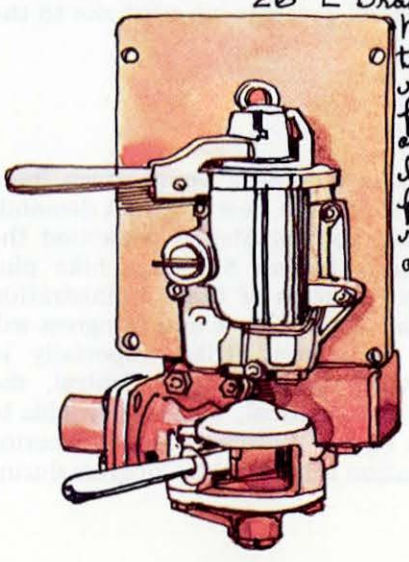
# WABCO Control: 4,462 idea

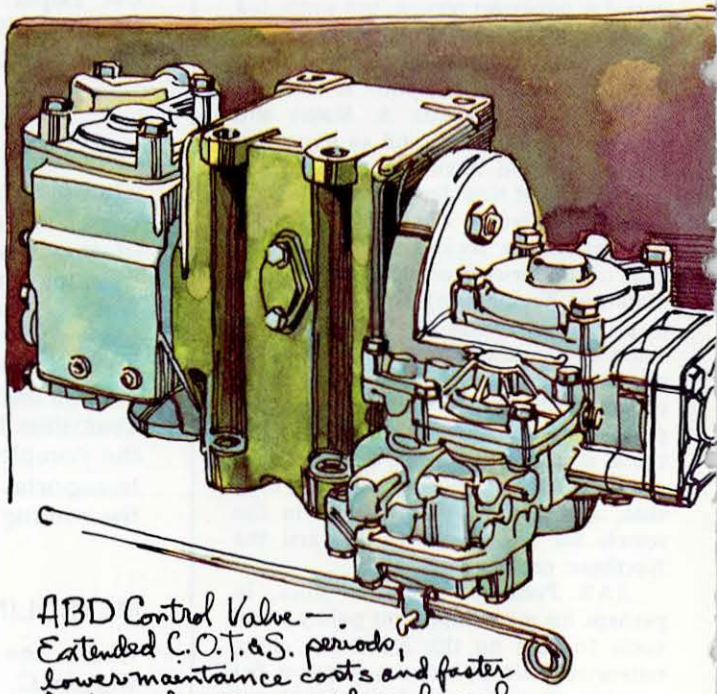


D-4 Air Compressor – Provides the control medium and the force to stop mass transit vehicles. Modern design improvements reduce noise levels and vibration for increased passenger comfort.

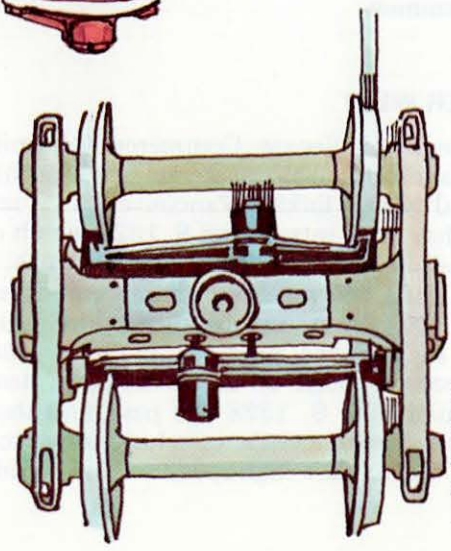
B-1 Air Dryer – Effectively removes moisture from compressed air systems at the compressor.

26-L Brake Equipment – Meets present-day train handling requirements for freight and passenger locomotives with flexibility, reliability and economy.





ABD Control Valve – Extended C.O.T.&S. periods, lower maintance costs and faster brake releases are only a few of the many benefits provided by this major development.



WABCOPAC® Brake Assembly – A highly compact, truck-mounted brake arrangement that permitted new car designs, higher braking efficiency and reduced weight.

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Ball Angle Cock—
Answers the need for simple servicing, easy operation and superior seals for rugged freight car operation.

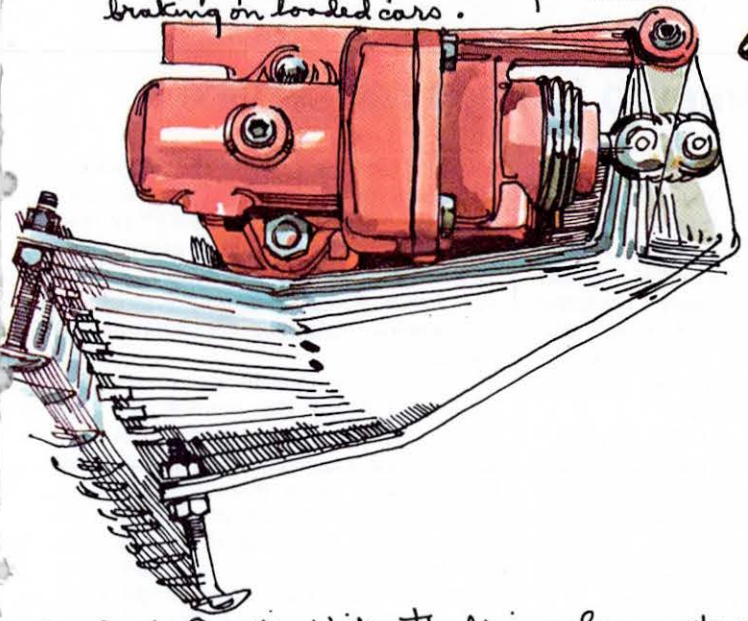
Ideas. We've been having them for more than 100 years—built our business on them. 4,462 of these ideas have been patented and 431 of the patents are still working today. And those are only the numbers from our Air Brake Division. Union Switch & Signal can add 518 more.

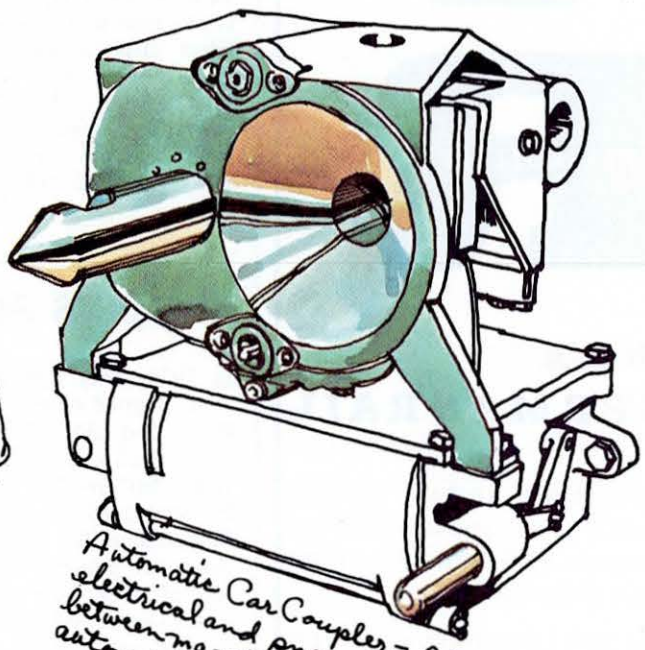
To "prove out" these ideas we operate one of the most sophisticated "rail laboratories" in the world. When proven, we have the manufacturing and production facilities to make sure they stay that way.

Here are a few of the ideas that became available as WABCO products. We have a lot more we'd like to tell you about.

Write: Westinghouse Air Brake Division, Transportation Systems Group, Westinghouse Air Brake Company, Wilmerding, Pa. 15148.

SC-1 Empty & Load Equipment—
Simple, reliable, automatic, proportional braking control to prevent excessive braking on empty cars while permitting maximum braking on loaded cars.





Automatic Car Coupler—All-mechanical, electrical and pneumatic connections between mass transit cars are made automatically as cars meet.

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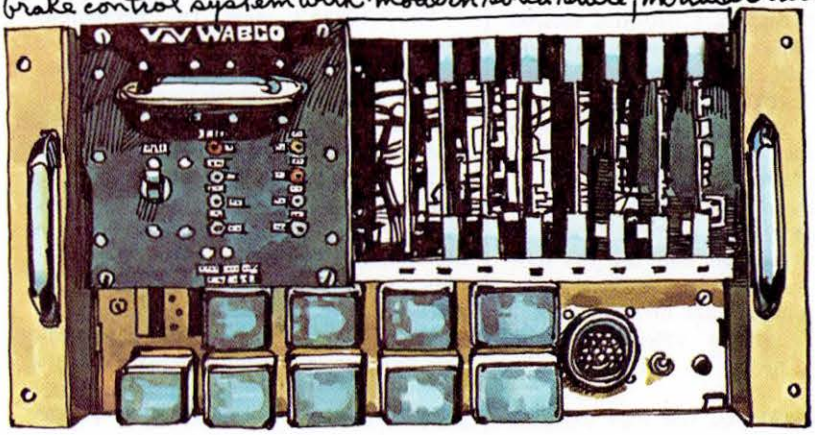


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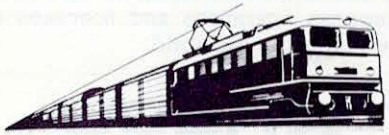

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JOACHIM WENZEL,
GENERAL REPRESENTATIVE

District railroad system."

But, he said, it is a "fundamental concept. . .that the Eastern railroad *freight* system must be restructured in order to be self supporting."

To attain that goal, Ailes urged the immediate setting up of a special DOT commission to determine the required restructuring of Northeast rails—"together with estimates of the social and capital costs thereto." The Ailes plan would require the commission to report to Congress within three months.

He said it is "too early. . .to talk in detail about the legislative provisions and the corporate arrangements appropriate" to a Northeast restructuring of freight service, because "we still do not have a clear idea of what it would involve."

When the commission has reported, with recommendations for a restructuring plan and estimates of the costs of labor displacement and subsidies for "lightly-used but socially necessary" branch lines, Ailes said Congress would have the requisite information for enabling legislation that could charter new Northeast rail freight service and suspend lengthy ICC regulatory procedures to permit the requisite abandonments, new operating arrangements, and facility transfers between corporations.

His program, declared Ailes, "would obviate the need for any program of continuing Federal subsidies and would not require that government undertake the financial risks of railroad property ownership other than for the Northeast Corridor passenger railroad."

It was still too early to gauge reaction to the Ailes proposals. But observers were quick to point out that, amidst the baffling array of rail proposals before Congress, the Ailes plan—at the least—had the merit of being the most lucid, while minimizing the need for massive Federal subsidies. Only time would tell whether labor could go along with its promised aid for labor "displacement and relocation" and the affected states with the opportunity to maintain service on uneconomic lines.

While leadership will probably come from the Administration, so far Congress and the AAR have carried the ball alone knowing full well the seriousness of the Northeast problem.

## Shippers ante up to keep rail service

In 1971, only 399 carloads of freight were shipped to and from industries on Penn Central's 13.8-mile Quarryville, Pa., branch line. In 1972, tropical storm Agnes battered the line and in October PC petitioned the Interstate Commerce Commission for authority to abandon the entire branch. This would mean the end of direct rail service for the Lancaster County community.

"We just couldn't let that happen," said John C. Hoffman, president of the Lancaster Bone Fertilizer Co. of Quarryville, and also head of the Quarryville Area Shippers Association, "but we realized it was a very real possibility unless a solution could be found."

The solution has now been found: an offer by the association to commit $130,000 to build a 1,700-foot section of track in Quarryville. The new section of railroad will connect the branch line with PC's electrified Atglen & Susquehannah line, which crosses the branch on an overpass in Quarryville en route to Harrisburg and the west.

PC has agreed to withdraw 2.26 miles of the Quarryville branch from its abandoment petition and use the new connection to provide rail service to the six industries which are members of the association and any other industries which might locate on the line in the future.

PC notes that of the 399 carloads which originated or terminated on the line in 1971, 330 came from or were destined for industries on the 2.26-mile segment that will be served via the new connection. "This represents 83% of the carloads, but only slightly more than 16% of the total branch mileage," points out James R. Sullivan, senior assistant vice president-planning coordination of the railroad.

"Since Penn Central was financially unable to build the connection, the association decided to underwrite the project with engineering assistance from the railroad," he explains. "This is an illustration of how Penn Central and local shipper groups working together can develop solutions to transportation problems which have been complicated by our bankruptcy and limited cash resources."

In Sullivan's view, the agreement between the railroad and the shipper association is "a thoroughly workable answer to a loser-branch-line problem." It is the first such agreement the railroad has reached with a shipper group.

He is high in his praise of the Quarryville association, which he calls "an energetic group of shippers who see the benefits of such a solution to not only their interests, but also the interests of their community."

Members of the association in addition to Lancaster Bone Fertilizer Co. are Walter Hassel & Sons, a lumber company; Ross H. Roher & Sons Feeds; John T. Eshleman Feed Co.; Gruemelli Farm Service; and Agway, Inc.

# A Mo-Pac interview: a small shipment speaks out on distribution.

We at Mo-Pac know that the small shipment is a very important part of your distribution needs. That's why we're doing everything we can to handle it right.
To help us help you with your LTL/LCL distribution needs, we went directly to the heart of the matter, the small shipment himself.

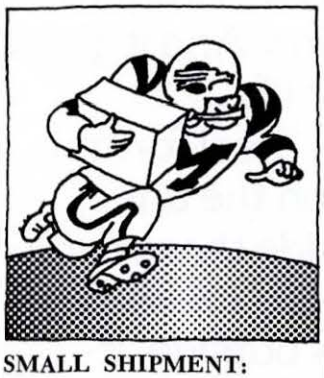
**MO-PAC:**
To start off, as a small shipment would you tell our readers what exactly you look for in a carrier.

**SMALL SHIPMENT:**
To be blunt, I look for everything. Just like a big shipment. I want service, equipment and proper, efficient handling. And why not? Sure, I'm not a 32-car load. But what I am is important to the guy that's sending me and the guy that's getting me. So I pretty well expect to be treated that way by any carrier. Of course some carriers don't seem to understand this, but then some do.

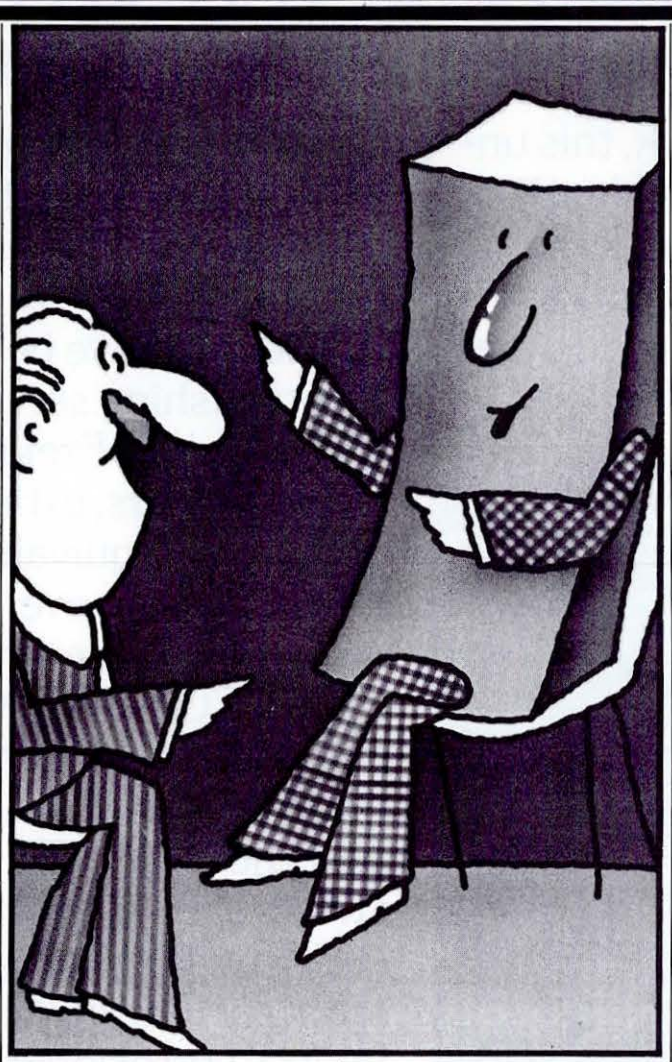
**MO-PAC:**
Could you elaborate on that?

**SMALL SHIPMENT:**
Well, take yourself for example.

**MO-PAC:**
All right.



**SMALL SHIPMENT:**
To my way of thinking Mo-Pac has the right attitude. And that's important. Because if the attitude's right then everything else follows. Your attitude is reflected in your slogan, Mo-Pac "Hauls All," which means all shipments are important to you. Everyone gets a fair shake.



**MO-PAC:**
Well, of course, but . . .

**SMALL SHIPMENT:**
There are simply no buts about it. Mo-Pac is dedicated to total distribution, and that includes proper handling for us small shipments. Why, just look at the Mo-Pac SCATBACK Small Shipment Service. It's a comprehensive program of distribution services, equipment and personnel,and it's all built around me. SCATBACK gave me things I never thought possible, like a beefed-up schedule to get me delivered fast, a special monitoring program to make sure I stayed right on course, plus split delivery, reforwarding rates, local pick up and delivery, container stuffing and stripping, six piggyback plans (with plan V interchange agreements with more than 400 motor carriers).

That's not mentioning all the gentle handling I get in your modern, computerized terminals, and the easy ride in your 3,000-unit highway fleet, or the convenience of more than 70 piggyback ramps and cranes at 16 cities.

**MO-PAC:**
That's very big of you to say.

**SMALL SHIPMENT:**
Not at all. I even got a kick (no pun intended) out of your picking the football SCATBACK as the symbol for the service.

**MO-PAC:**
We chose him because he's a small, quick, aggressive, competitor and a pro at carrying the ball. He's always there as an important part of the team, ready to charge when he's called. He knows his job and does it to perfection.

**SMALL SHIPMENT:**
There you go. So, getting back to your original question, "Do I feel neglected?" Not with all the service you've been giving me.

**MO-PAC:**
Well, we think you deserve it. You're an important part of our business.

**SMALL SHIPMENT:**
That's what I mean by the right attitude. Every shipment's important to you. Truck, rail or air. Big or small.

**MO-PAC:**
That's what we mean by "Hauls All".

**SMALL SHIPMENT:**
Thank you, Mo-Pac.

**MO-PAC:**
No, thank you small shipment . . . and good night and good handling to big and little shipments all over America and the world.

**mo-pac**

**Missouri Pacific Railroad**
**Texas & Pacific Railway**
**Chicago & Eastern Illinois R.R.**
**Missouri Pacific Truck Lines**
**Texas & Pacific Motor Transport**


Circle 11 on coupon page 67

# Long-run steel for a short-run railroad.

## How cars of USS COR-TEN Steel are taking the 50-fold wear of an automated unit train.

Thirty times a week, this unmanned train and its identical twin shuttle back and forth along the 15-mile Muskingum Electric Railroad, carrying coal for the Ohio Power Co.

At the unloading end of the trip, each of the cars automatically discharges 100 tons of coal in 14 seconds.

The cars have been operating in this punishing service for over four years. Ortner Freight Car Co., who made the cars, estimates that they endure the equivalent of 50 times the wear of an average coal hopper car in railroad revenue service.

USS COR-TEN A high-strength, low-alloy steel is used for everything the lading touches—except that the COR-TEN Steel slope sheets are lined with stainless steel.

COR-TEN A Steel is 40 per cent stronger than carbon steel. It shows far less corrosion loss, because it's five to eight times as resistant to atmospheric corrosion. And it gives up to twice the paint life.

USS COR-TEN A Steel forms a tight oxide coating on the unpainted surfaces inside these cars, and over scratches and breaks in the painted surfaces outside. It actually "heals" itself, to cut maintenance costs.

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USS TRI-TEN Steel, another of U.S. Steel's Family of Steels, is used for other highly stressed members, where corrosion resistance isn't so critical. It's strong and economical, so it helps cut both weight and costs.

We're supplying steel—and good advice—on a lot of other projects important to the railroads. If you'd like more information, contact your nearest U.S. Steel office or write U.S. Steel, Box 86, Dept. C111, Pittsburgh, Pa. 15230.

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USS **United States Steel**

# Lines on Labor

GUS WELTY

## LABOR AND THE NORTHEAST

It should come as no surprise to anybody that rail labor is taking a tremendous interest in what happens to the bankrupt railroads in the Northeast. Rail labor, for one basic thing, is—like the nation as a whole—made up of people who depend upon effective rail transportation. Rail labor also has job interests—whether you regard "labor" as an individual or as an organization. And, rail labor now has special contract interests, since for the most part the northeastern bankrupts were not party to the wage settlement reached by the rest of the nation's railroads and representatives of 15 unions. United Transportation Union President Al H. Chesser has had his say, with regard to what he thinks ought to happen. Now, the Brotherhood of Railway and Airline Clerks has had its—and BRAC President Les Dennis vows that the BRAC proposal will get "the strongest legislative activity [in support] in the history of this union." BRAC has a bill and its initial statement has been filed. And what is it all going to mean? Probably—some would say hopefully—not very much. BRAC's proposal just doesn't smack of the practical, even though it stops short of outright nationalization and talks of a two-year period of government operation after which there would be a report to Congress.

## LABOR, MANAGEMENT—AND HERE COMES THE JUDGE

Proposals on the Northeast are easy to come by, because just about everybody has one. Most people—with perhaps one notable exception—are open enough to attach their names to what they think, and Al Chesser and Les Dennis are certainly in that category, whatever else you may think about their ideas. But, the fact remains that under existing law, in a railroad bankruptcy it's the judge who has the whole world in his hands. And the key judge in the Northeast seems to be showing increasing signs of impatience with the pace of reorganization. That's not due to any defect in his character, or Penn Central's. Penn Central, for example, did set out certain criteria for a successful reorganization. But progress has been slow.

## DOES LABOR HAVE TO BE A LOSER? NOT NECESSARILY

So, what is rail labor's real stake in the Northeast? One would think that rail labor—not having a recent history of socialist tendencies—would opt for a private-enterprise solution. One would think that the gestures toward government ownership/operation being made by rail labor are being made out of desperation rather than desire. There are wages to be considered, and jobs and fringe benefits and membership and union dues and so forth. There's also pride. And, hauntingly, there's this feeling that railroad employees and their leaders would rather see railroads continue as private enterprises, if it's at all possible.

There is evidence on the record, from the trustees and from others, that private enterprise can do the job—with the freedom to make northeastern railroads into the kind of system that is needed (and no more). And, there's this oddball opinion—to the effect that labor might cheer loudest, if a private though government-aided solution can be worked out.

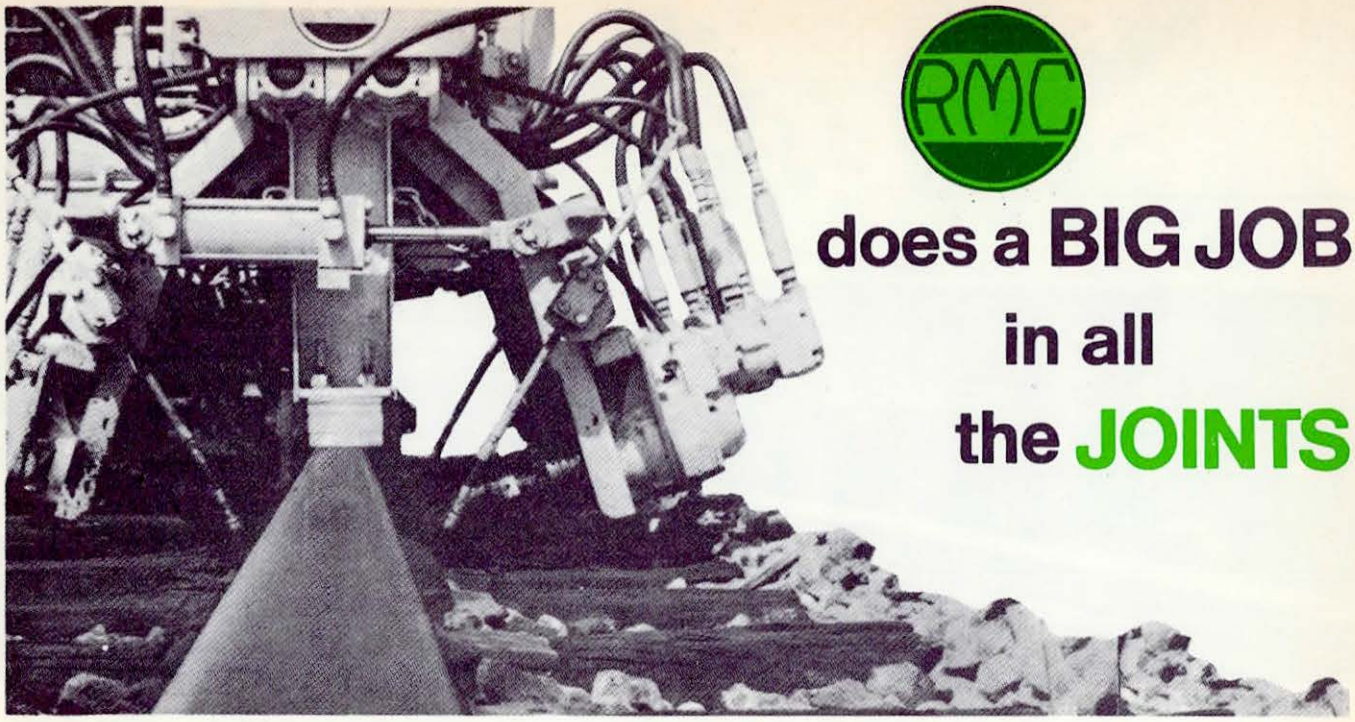
# Problems aired by TMMF/RPI

With railroad business cruising along at a high level and with many suppliers of rail equipment and materials ready to hang out the "no vacancy" sign so far as shop production space is concerned, it's understandable that an air of confidence and optimism prevailed at the jointly-sponsored Transportation Materials Management Forum/Railway Progress Institute seminar in St. Louis May 10-11. But, there were some disquieting words, too.

Lewis W. Foy, president of Bethlehem Steel, the nation's second largest steelmaker, told the 366 registered participants in the seminar that "things are looking up [for the steel business] and prospects are the best they've been in a long time." But, still, there are problems, mostly coming from outside the industry. He cited government cutbacks, the continuing threat of inflation, and public attitude toward business as causes for concern. Too many people are in favor of nationalization—of the steel industry as well as the railroads—Foy added. "Fortunately, though, people who know the score are strongly opposed to nationalization," he said.

Americans had better establish firm priorities for energy usage now and begin emphasizing energy and fuel conservation, otherwise the light at the end of the tunnel in the 1980's may be a candle, or at best a browned-out 15-watt light bulb. This, in effect, was the warning given by M.R. Thomasson, manager-planning and economic forecasting, Shell Oil. Natural gas reserves are declining, coal has great potential but also has environmental problems, nuclear power should develop into a major energy source but long lead times are required to establish facilities and, besides, there's the safety and pollution problem, hydropower and geothermal power are limited by natural resources, and solid waste doesn't seem to represent a major source of energy for the foreseeable future. This, said Thomasson, "leaves oil as the immediate mainstay of our energy diet, and during the seventies its contribution to total energy requirements will increase from 44% in 1970 to 50% by 1980." Limits to sizes of automobiles will have to be established if the U.S. is to avoid a serious fuel shortage later in the century.

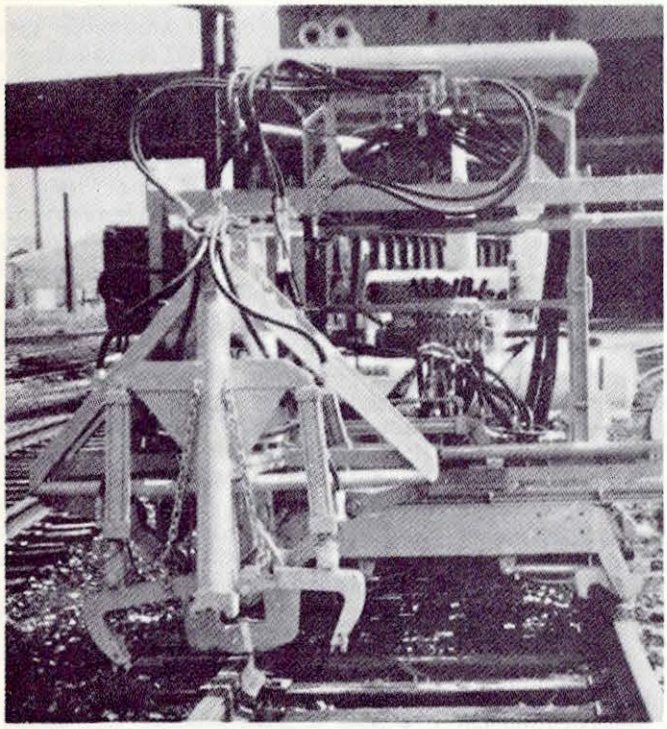
At the TMMF business meeting, G.M. Hower, general purchasing agent of Union Pacific, was elected president succeeding Harold M. Hoffmeister, vice president-purchases and materials of Missouri Pacific. Participants included purchasing and materials management officers and supplier representatives.



# RMC does a BIG JOB in all the JOINTS

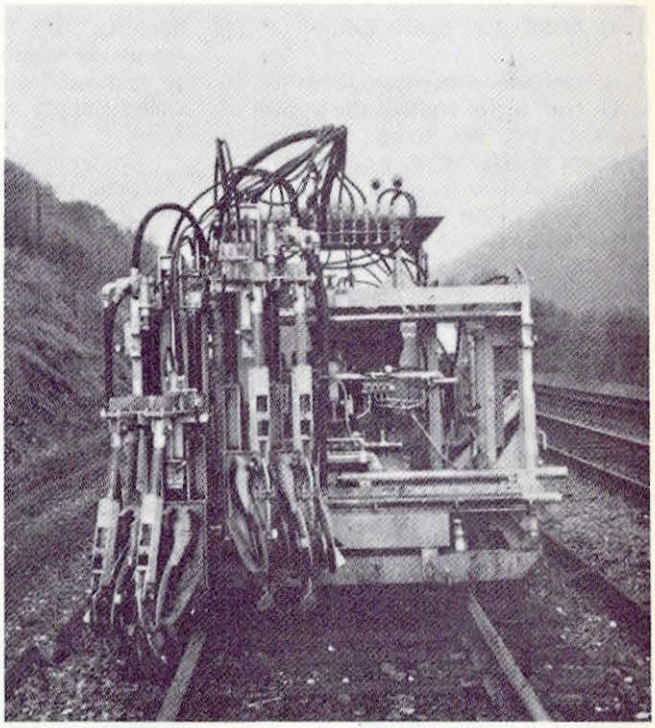
## TIGHTEN OR LOOSEN JOINTS

**RMC BoltMaster** tightens or loosens all bolts at a joint, using 6- or 4-chuck head. A Joint Straightener attachment can be interchanged with the BoltMaster head to broaden the machine's utility. Optional oiling device also can be furnished.



## STRAIGHTEN RAILS

**RMC Joint Straightener,** shown here with optional cribbing attachment, straightens rails and restores camber to joint bars by vertical cold bending—using carefully directed hydraulic pressure. Effectively operated by one man.



## SPOT TAMP WITH 8 TOOLS

**RMC/McWilliams 8-Tool Spot Tamper** features a head which traverses from rail to rail. Illustrated here with split head for tamping 100% of a switch. Optional equipment includes joint surfacing device, ballast dressing wings and hydraulically-operated hand tools.

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Circle 13 on coupon page 67

# TOFC/COFC growth: The end is

By GUS WELTY, Senior Editor

Somewhere, sometime, there has to be an end—a real end—to the growth of TOFC/COFC. But today, that end is nowhere in sight. And, while piggyback does indeed have its problems—some of them more severe now than before—the people who operate and market TOFC/COFC service are, to a man, confident that alert and astute management can overcome those problems.

A Railway Age survey of major TOFC/COFC operators turned up a number of facts and forecasts—facts on where piggyback has been and is, forecasts on where it's going:

—Only a few roads had TOFC/COFC loadings/revenues increases of less than 10%, 1972 compared with 1971. All roads surveyed are showing healthy rates of growth again in '73, and in most cases the percentage is substantially above the growth-rate posted last year.

—Most roads are finding increased interest in piggyback by motor carriers and users of private carriage.

—With costs climbing and rates being held down, TOFC/COFC profitability has come under closer-than-ever scrutiny. What the 1972-vs-1971 figures show, however, is that profitability was somewhat improved for almost half the roads surveyed, while about the same number checked in with an "about the same" report and only a few say profitability has suffered.

—Not surprisingly, equipment supply is a continuing major worry, with the emphasis on flat-car supply. The great majority of TOFC/COFC operators report car supply ranging from "tight" to "critical," and about half say that trailer supply merits a similar assessment.

—In terms of growth potential, Plan 2½ pulls the most votes. But, there is also strong support for Plans 3, 4 and 5. As for the problems that have to be overcome if the potential is to be realized, there is a wide range, covering equipment supply, development of better terminal facilities, maintenance of dependable service, control over rates and, perhaps surprisingly, a need for better marketing of TOFC/COFC.

● **Down—and then up.** To some few observers, today's optimism and confidence might be just a bit unexpected. After all, it was only a couple of years ago that piggyback peaked and then began to slide—and there were those who proclaimed that TOFC/COFC had had it. But piggyback rediscovered growth in 1972; TOFC/COFC carloadings wound up third-highest on record, surpassed only by the totals in 1969 and '68. And, based on early returns, loadings should hit a new record high in 1973. For the first 16 weeks of '73, general freight service carloadings are up by 19.3% and trailer/container loadings are up by 22.6%. Even with a continuing decline in mail/express loadings, the totals show handsome increases—14.6% in carloadings, 18.2% in trailer/container loadings.

At this point, 1.5 million carloadings in '73 seem well within reach—though there are a number of outside factors that may help determine whether year-end finds TOFC/COFC above or below that total. Among them: Labor negotiations in the trucking industry, contract talks in other key industries, the effect of devaluation on international container traffic. And, of course, there are other factors, more within industry control, which also bear on the outlook. Chief among these, it would appear, is equipment supply—and, while Trailer Train has indeed stepped up its car orders, the people most closely involved with piggyback marketing and service make it plain that still more equipment will be needed. For instance, there is this comment from one TOFC/COFC marketing man: "We showed an increase in loadings of more than 30% last year, and that's certainly not bad. But—we could have had 50%, if we had had the equipment to move the traffic." A head man in the piggyback business sums it up even more harshly: "Car supply? Trailer supply? Terrible. The worst it's ever been."

● **Does it make money?** Another key question in any discussion of TOFC/COFC centers on its profitability—whether the effort and the investment going into it is really worthwhile. It's true that for a good part of its brief but spectacular history, piggyback has been somewhat suspect—perhaps because hard figures were not always easy to get, perhaps because some roads went for volume first and worried about profit later. Now, however, the data-base is better—and most roads have tightened controls on the solicitation of traffic

# nowhere in sight.

and on the actual operation. Profitability has benefitted or held steady in most cases, despite the cost/price squeeze.

Many railroads see piggyback profitability as better than a year ago—with most of the credit going to increased efficiency in equipment use, produced by better control and monitoring procedures. Western Pacific cites improvements based on tighter cost control as well as on more selective solicitation. Seaboard Coast Line reports a better profit picture due in large part to a higher percentage of traffic moving under Plan 2½. Norfolk & Western showed a profitability improvement of more than 13% last year: "A great deal of this can be attributed to our weeding out many costly Plan 2 rates which were becoming a drain on our profit because of the fact that rate increases had not kept pace with cost increases." Katy notes gains from the handling of more Plan 2½ business, from being more selective on traffic-building rate actions and from trying to get a better traffic balance by developing additional northbound business.

Among roads that are finding profitability holding about even, Milwaukee Road notes that while average revenues per loaded mile are steady, "average mileage per load is decreasing slightly. Concurrently, empty trailer mileage is increasing, and that contributes to higher costs." Illinois Central Gulf cites a combination of plus and minus factors which even out: "Costs have gone up, rates haven't—but balance of traffic has improved." Missouri Pacific, while confident of piggyback's profitability, isn't experiencing an improvement and pegs the situation to the fact that rates have been held down.

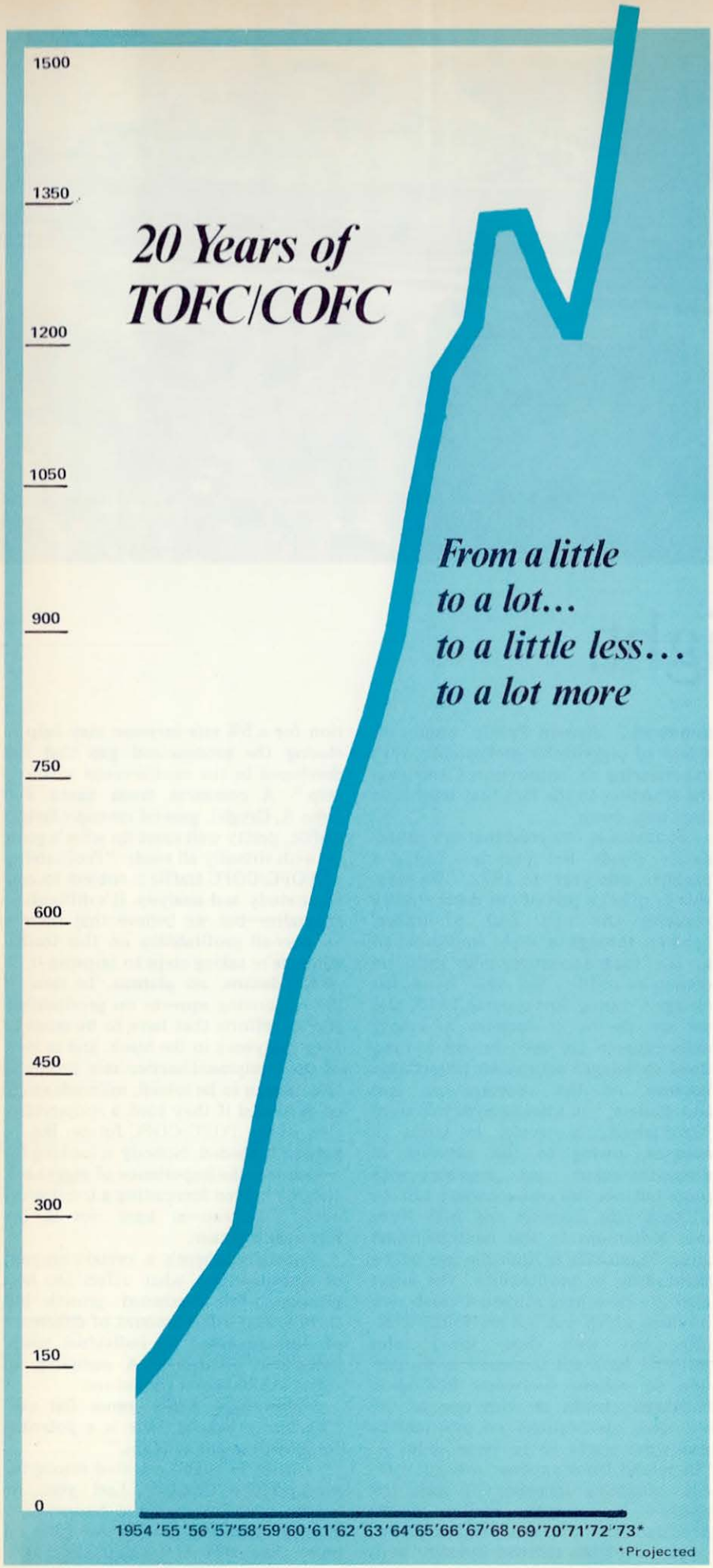
Southern is one road that saw profitability steady last year but facing a problem this year. In 1972, "We were able to offset a part of our rising cost by reducing the unit cost of trailers handled through a slight improvement in the loaded-to-empty-mile ratio on domestic traffic. But this trend has changed during first-quarter 1973, and we are feeling an increase in empty miles—due to the need for rail connections to balance equipment interchange because of the shortage of cars and trailers." In Chessie System's view, "Profitability is worse, in terms of margins, owing to the pressure of across-the-board cost increases—with some but not full cost-economy offsets, without rate increases and with some rate reductions in the multiple-trailer areas." Louisville & Nashville sees only a slight drop in profitability: The lower Plan 2½ rates have attracted much new business which was not previously available, but with those lower rates revenues have not increased in proportion to volume increases. Burlington Northern checks in with one of the strongest observations on profitability and what ought to be done about it: "Increased labor expense over-all without offsetting increases in rates has resulted in a serious decline in the profitability of this traffic flow. Approval of the railroad industry petition for a 5% rate increase may help in closing the pronounced gap that has developed in the cost/revenue relationship." A comment from Santa Fe's John A. Grygiel, general manager-freight traffic, pretty well sums up what's going on with virtually all roads: "Profitability of TOFC/COFC traffic is subject to constant study and analysis. It's difficult to generalize—but we believe that there is an over-all profitability on this traffic. And, we're taking steps to improve it."

● **No decline, no plateau.** In view of the continuing squeeze on profitability and the efforts that have to be made to keep piggyback in the black, and in view of the equipment/service/rate problems that remain to be solved, railroads could be pardoned if they took a conservative view of the TOFC/COFC future. But no pardon is needed. Nobody is looking for a decline in the importance of piggyback. Nobody is even forecasting a leveling-off onto a plateau—at least not in the foreseeable future.

Generally, there's a certain amount of agreement on what offers the best prospects for continued growth—but there is also a fair amount of difference of opinion based on individual roads' individual situations. A sampling of current thinking on the future:

—Milwaukee Road comes flat out: "We firmly believe there is a potential for growth under all plans."

—Santa Fe is also counted among the most-positive thinkers. Last year, revenues from international business (including minibridge) accounted for a bit more than 10% of total TOFC/COFC




revenues, and the road is looking for an increase in the percentage this year with a full year's revenues from the Seatrain unit train and gains in other international container traffic. John Grygiel does admit to a few concerns about international trade, based mostly on government economic policies and their affect on import/export business. But these concerns will only result in a scaling-down of forecasts and certainly not in a wipe-out of growth projections. Further, Santa Fe sees bright prospects in domestic movement, expecially under Plans 2½ and 4. With the energy crisis, continuing diversion of some traffic from box cars and a greater railroad effort to go after business now moving on the highway, Grygiel believes "There's a lot more business that can be picked up." And he stays with earlier forecasts, that TOFC/COFC can eventually amount to 25% of the railroad's freight revenues.

—Southern provides another thoughtful look ahead: "We see the large multi-branch retail or consumer goods industry trend to create origin consolidation or destination distribution facilities to be a substantial and growing market. Beyond this development of large firms with sufficient volume to justify their own consolidation or distribution facilities, the growth of shippers' cooperatives is creating large blocks of solid trailerload traffic that formerly moved in ltl or freight-forwarder service. These developments are creating substantial growing markets for piggyback service. In addition, Plan 5 operations, holding out single-bill-of-lading full-service through rates by rail and motor carriers, have great untapped potential. This service-and-price package can provide the transportation user with the optimum benefits of all-weather, high-capacity rail service and the flexibility of the motor carrier."

—Penn Central calls its TrailVan service "one of the really bright spots in the PC picture." Last year, TrailVan loadings showed an increase of more than 22%; for first-quarter 1973, the rate-of-increase from the '72 period was more than 12% "in the face of the fact that we are severely hampered by the lack of funds to obtain additional equipment to meet the ever-growing demands for the service." Where are the increases coming from? "The greatest part of TrailVan traffic growth in '72 came from traffic previously moving via highway or from container traffic moving via all-water routes." PC figures show that more than 10,000 loads were handled last year in minibridge or other rail-bridge plans. Ship-A-Train, offering lower rates on a minimum 60 units tendered during a 24-hour period, accounted for almost 20,000 loads. As PC sums it up, "new or accelerated TrailVan programs last year accounted for more than 57,000 loads, or almost

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75% of our total increase during the year."

—One railroad sees the top potential in international/intermodal traffic and in domestic Plans 2½ and 4. Western Pacific votes for Plan 2 ltl and Plan 5. SCL likes the prospects for Plan 2½ and for increased movement of motor-carrier traffic. NW opts for Plan 2½ as "offering the greatest growth potential, both on volume and single- and double-trailer bases." Rock Island likes the domestic potential in "working with motor carriers using Plans 1 and 5. We also visualize good and continued growth in intermodal container shipments, especially in foreign commerce." ICG sees its best potential in Plans 1, 2½ and 3 and in motor-carrier traffic. Chessie System is largely in agreement, citing Plans 2½ and 3 and expanded participation in arrangements with motor carriers. L&N goes along with Plans 2½ and 3 and adds Plan 5. Katy's choices are Plans 2½ and 5. MoPac is finding Plan 2½ most popular, and is working on tremendous increases (135% so far in 1973) in container traffic. BN looks for growth in Plans 2½ and 4.

● **New interest.** Current (and recent) events add weight to forecasts for increased piggyback use by truckers and by those who have been strongly into private carriage. Reasons may vary, but results are similar:

—S.M. Christovich, director of Chessie's Trailer Service Department, sees greater interest on the part of motor carriers and private operators. Conceding the danger in generalizing, he says, "I'd venture that increased interest to date can be generally attributed to the increased tempo of the economy and to specific capacity limitations of various motor carriers and shippers and their own cost pressures—all of which make rail piggyback increasingly attractive. I'm sure the fuel crunch is a factor, but in the over-all it has probably been a secondary consideration thus far. But in my judgment, it—plus ecological factors—will become increasingly important in the future."

—At L&N, Assistant Vice President-Intermodal Traffic D.F. Jones cites "strong renewed interest by motor carriers." Thus, he believes, isn't due to the fuel shortage as yet but rather to costs and the fact that use of long-haul piggyback can produce substantial transportation-cost savings for motor carriers.

—On the other hand, G.F. Blankinship, general manager-intermodal services at ICG, says his road "has had definite inquiries from motor carriers, based on fuel shortages. . .and also some diversion from private carriage."

—Southern reports interest in piggyback "both by shippers using private carriage and by motor carriers. The shipper using private carriage seeking piggyback service is moving to this form of transportation to reduce his cost of transportation. The motor carriers are seeking TOFC service to solve some of their imbalance problems on weekend-surge traffic."

—At NW, Director-TOFC/COFC R.B. Short says inquiries from truckers and private-carriage operators are coming in, "and we feel that some of this is due to the fuel situation. We've also found that private-carriage operators have become interested in using our Plan 2½ service to areas that do not mesh well with their private operation."

—Out West, one road sees increased piggyback use by motor carriers for a variety of reasons, including fuel shortages, weather problems affecting truckers more than railroads, and motor-carrier traffic fluctuations that are sometimes resulting in shortages of drivers.

—At SCL, Assistant Vice President-Intermodal Services J.W. Plant sees fuel supply as one factor. But, he adds, motor-carrier traffic is also getting much heavier "and therefore, they're having more overflow freight that can be moved in TOFC service."

—Elsewhere, Rock Island is experiencing an interest-increase on the part of truckers, and pegs it to increased over-the-road operating costs as well as to fuel shortages. Burlington Northern, meanwhile, cites "a noticeable diversion from private carriage, primarily due to the lower Plan 2½ rate scales." And another western road notes new interest from both motor carriers and private operators and attributes it to "over-all increases in costs and improved marketing packages."

● **Concentrating the effort.** As might be expected, with piggyback in a state of continuing change, different roads are concentrating marketing/sales efforts in different directions—which may only prove that different roads have different routes, or at least different priorities, in the drive for growth and profitability:

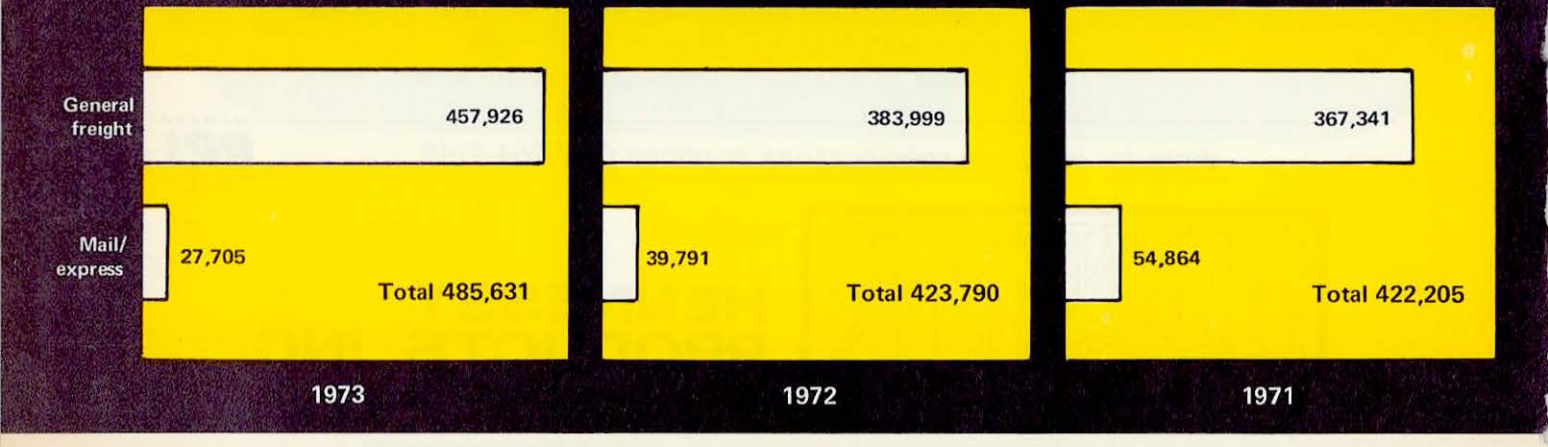
—Rock Island, says Howard S. Ownley, general manager-TOFC sales, is convinced "that a true intermodal concept holds the greatest potential for piggyback. Therefore, we are renewing our efforts to work with other forms of transportation—motor carriers and steamship companies. We also feel that piggyback offers potential cost savings for those shippers engaged in private carriage."

—Norfolk & Western "is concentrating on volume rates, minibridge and regular Plan 2½ movements. We're also concentrating more on our long-haul and we're looking seriously at many of our smaller ramp locations."

—Southern is tailoring its efforts "to specific traffic-volume needs. Particular emphasis is placed on sales and marketing programs to create loaded balance at particular facilities as well as between specific areas where traffic studies indi-

## *TOFC/COFC in '73: Off to a great start* (All figures, first 16 weeks)

Carloadings



cate a need for traffic volume in a given direction. Special and specific marketing programs tailored to penetration of new markets controlled by private carriage or competing modes and continuing efforts to expand Plan 5 service with motor carriers are current and on-going programs."

—Louisville & Nashville is concentrating on Plans 2½ and 3, with stress on business terminating online. As Dave Jones points out, L&N has historically been an originating line in piggyback, and this has caused problems with imbalance of equipment. Thus, current programs are aimed at building up L&N-local business and traffic received through connections.

—At Katy, Vice President-Sales and Service Frank J. Heiling and his people are working on truck movements, "on making customers more aware of Plan 2½ rate structures and on instituting many new Plan 5 rates on movements which were not available to us because of the unwillingness of other railroads to join us in the establishment of competitive rates."

—At ICG, as everywhere, the sales emphasis is on the business that makes money, and on improving balance of movements. ICG's slogan: "Fill that empty."

—A number of other roads, across the country, check in with other specifics, e.g., online piggyback; minibridge, Plan 5 and open-tariff traffic; "improvement of our share of all plans;" improvement in "all areas identified as having acceptable contribution margins;" Plan 4 piggyback; and "more-desirable traffic moving over longer-haul routes."

● **But, there's a problem. . .** If there is a fly in all this soothing TOFC/COFC ointment, it's obviously in the area of equipment supply. Many roads say they are improving control of equipment and thus getting better utilization of available flat cars and trailers and containers. But a good number have had trailer/container problems. And only a few have been happy with car supply. Comments run like this:

—Starting with roads that have seemed to fare generally better, MoPac regards the equipment situation as not too bad, except for spot shortages. BN says trailer supply generally has been adequate, and hopes that TTX '73 car acquisitions will alleviate car-supply problems. Katy calls trailer supply "fairly good," while car supply has been "adequate most of the time, though we have experienced periodic shortages in the past few months." Western Pacific has experienced occasional shortages of cars, but no problems with trailers.

—ICG's Blankinship, however, is the TOFC/COFC general manager who supplied the quote cited earlier: "Car supply? Trailer Supply? Terrible. The worst it's ever been." He finds agreement among many of his peers, though perhaps not in such strong terms.

—Southern, for instance, calls both car and trailer supply "tight to critical." L&N says supply on both kinds of equipment has been "very close."

—NW, says Director-TOFC/COFC Short, "has experienced bad flat-car and trailer supply problems." This has happened despite the fact that "we took on 500 new trailers in 1972 and are taking on 500 more now, which will bring our total number of trailers owned and leased up to 3,350." Short adds: "We're looking forward to Trailer Train's taking on more flat cars to help relieve our flat-car supply problems."

—At Rock Island, Howard Ownley says that trailer supply, "while at times critical, has not been a major problem." This year, however, "flat-car shortages have caused several of our major problems."

—From another road, the comment is terse: Trailer supply has generally been adequate. But flat-car shortages have been a continuing thing.

—At Chessie, Stan Christovich notes that "Trailers have been sporadically short since last September. Flat cars were sporadically short between September and December and have been in chronically short supply since early January. Short flat-car supply magnifies the trailer shortage, since it impedes us in getting the most efficient trailer distribution and utilization. Trailer supply also varies by type, with the most critical supply situation existing in open-tops and flat-beds."

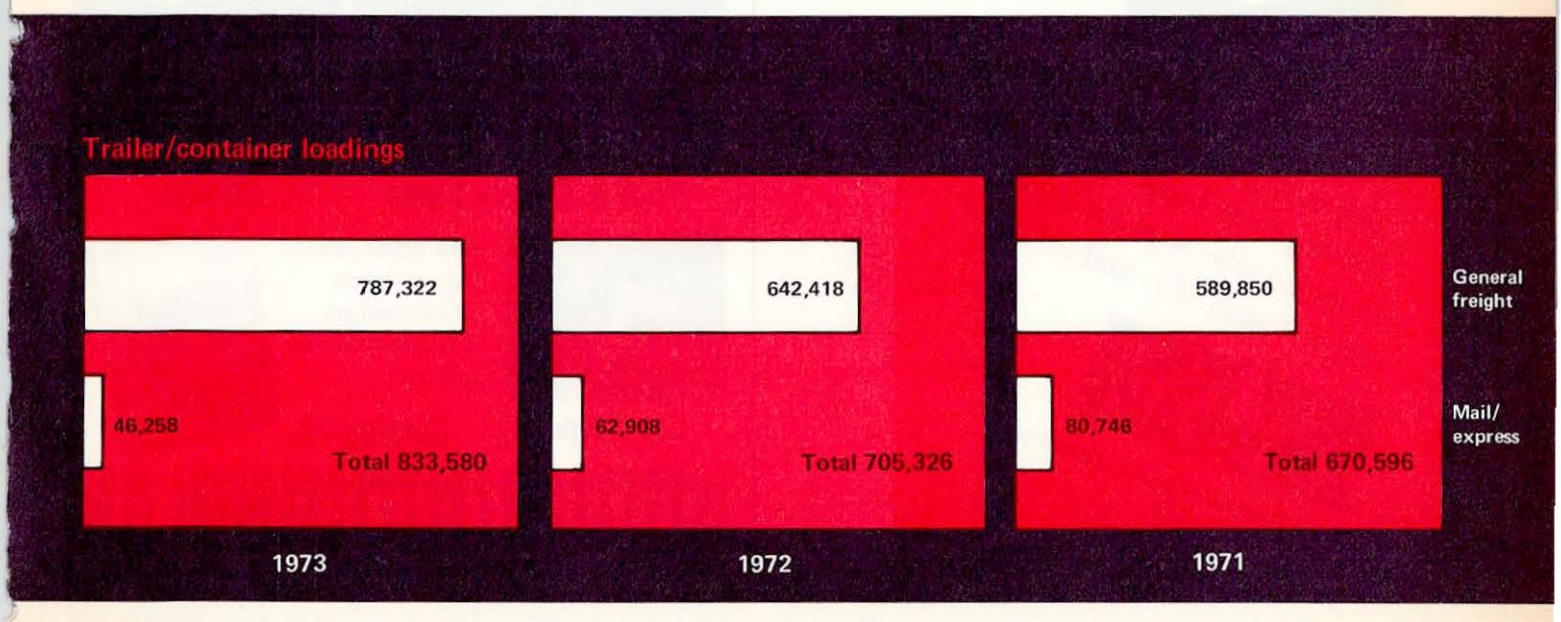
—Milwaukee Road Vice President-Traffic George H. Kronberg seconds the motion on open-tops and flat-beds, and adds that "Dry vans and flat cars are being utilized at virtually peak capacity, while reefer-trailer demand has diminished in the past two or three months and there is an ample supply."

—At Seaboard Coast Line, Jim Plant agrees that "Flat-car supply has been critical." However, he adds, "We terminate considerable TOFC traffic and have not felt this shortage to the same extent that some other railroads have."

—Santa Fe tends to go with the majority, based on its recent experience: Trailer supply has been a sometime problem, flat-car supply a continuing one.

● **Making "potential" real.** So, what has to be done—in all areas—if TOFC/COFC is to go over 1.5 million carloadings this year and then head for the 2-million mark and beyond? Railroad marketing/operating/intermodal people have a lot of ideas that deal with a lot of factors:

—Milwaukee Road's George Kronberg has his list: The need for expedited rate action. The need for consistent, on-time rail service. The need for improved grounding and availability of equipment when it reaches the TOFC terminal. Better availability of both



rail-car and trailer equipment.

—In talking of growth in conjunction with motor carriers, Rock Island's Howard Ownley believes the greatest problem "is compatibility of road trailers, interchange agreements and divisions of revenue. Variations in tariff rules also create some difficulties." Motor carriers' existing equipment, Ownley notes, "is not always suitable for TOFC operations. The lack of lift pads, reinforced nose construction and heavier rear-door construction can create handling problems. Also, the trend on the part of motor carriers to go to 45-foot trailers and 27-foot pups will require a new evaluation of freight-car design and requirements." As for container traffic, "The rate at which we can invest in container-handling equipment at terminals will be a definite factor in our participation in the growth of this kind of business."

—Like a number of roads, Southern looks at equipment/facility problems: "At present, growth is being restricted by the inability of carriers to serve the traffic with cars and trailers. This is aggravated by the lack of balance in many facilities and is probably due to rail carriers building too many small, inefficient facilities that create poor equipment utilization due to light volume, movement in local or secondary trains and excess empty car and trailer mileage."

—NW's Short agrees that "Our greatest problems today is providing adequate equipment at all of our ramp locations. But even after we are able to supply sufficient equipment, we will constantly be monitoring our over-all operations in order to insure the best competitive transit time. This may mean consolidating several of our low-volume ramp operations."

—At SCL, Jim Plant has a short but far-reaching answer on the question of bringing-home potential growth: Right now, he says, the problem is one of "dependable service and, in many parts of the country, adequate flat-car and trailer supply."

—Many people cite the flat-car supply problem, ICG says "Amen" and adds a note on maintaining service standards and keeping the capacity of fixed facilities up to the demand.

—A couple of roads cite a need for improved marketing, and Katy is one, with Frank Heiling calling attention to a need for making shippers more aware of present TOFC rate structures and cluing them in on what might be done from a rate standpoint by railroads under Plan 2½ and by railroads and motor carriers under Plan 5.

—So far as BN can tell, railroads now appear to be "in a commanding position, as economics favor rail transportation over motor carrier and private carriage." MoPac sees nothing to block future growth, so long as railroads keep improving physical facilities and keep competitive on rates. L&N likewise sees no major problems, if equipment supply and the quality of over-the-road service keep pace with demand.

—And finally, there is Western Pacific, where Assistant Vice President-Intermodal Services Don L. Loftus has a short and fast answer to that question of "What do you regard as your greatest problems in making potential growth real growth?" Says Loftus: "No major problems—we need just plain hard work by all hands."

● **Other factors involved.** There are at least a couple of other points which railroad men may not be talking about much, but which also deserve consideration in any assessment of potential as compared with what may actually come to reality. There are plus points, but there are also minus points:

—International traffic has been a tremendous thing for COFC thus far, with the Seatrain unit trains (operating every week since last August with only one or two breaks) and with sharp increases in traffic involving railroads

*(Continued on page 32)*

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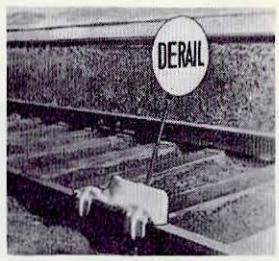


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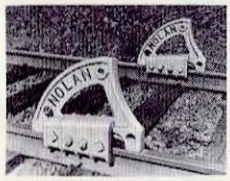


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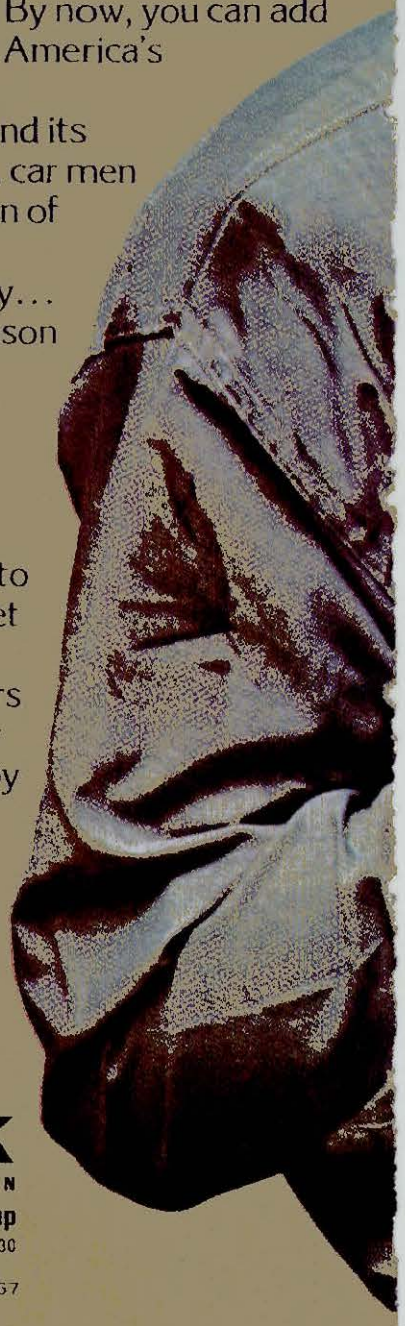

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# *Problems of terminal-handling and equipment supply remain*

*(Continued from page 28)*
and other ocean carriers. As Santa Fe's Grygiel and others point out, devaluation and the government's attempt to improve the balance of payments may have an effect, a dampening effect, on imports. But thus far, U.S. demand for foreign-made products does not seem measurably cut. This could change, in the event the domestic economy slackens and consumers begin tightening up on spending.

—In and of itself, the domestic economy could put TOFC/COFC over the top or hold it back. Freight moving piggyback is, generally, high-rated merchandise. If the experts in Washington have finally, after a number of trials-and-errors, found a way to stabilize the economy (which seems only optimistically probable), then spending will hold up and so will production of the things that move by piggyback. If the economic manipulators have failed, then piggyback will quite probably be the first element of railroad business to feel the effects of that governmental failure.

—Service and terminal-handling problems continue to plague piggyback, even though most major roads have spent substantial sums for improved trailer/container-handling facilities. As a number of roads will admit, in the early growth years of TOFC/COFC, "terminals" were set up at too many points. A weeding-out is much to be desired, and so is a concentration on improving facilities at major terminals. This will cost a lot of money; it will also create a good and continuing market for the people who make top- and side-loading/unloading equipment because, for high-volume terminals, the circus-load/unload facility just can't be made to do the job. Consider the comment from one major TOFC/COFC operator: "We've improved piggyback facilities systemwide. But the growth has been so dynamic that today even our expansions need expansion."

—Something will have to be done about the problem of equipment supply. Tighter control will help, but there is obviously a limit to what can be done in this area, since TOFC/COFC equipment already has a high utilization rate. As a number of people indicate, traffic-solicitation efforts aimed at getting better traffic balance will help. But there may also have to be greater emphasis on putting more equipment into the fleet—by railroads and/or Trailer Train so far as flat cars are concerned, by railroads and/or lessors and/or users so far as trailers and containers are concerned.

—Finally, there may be a need for greater top-management dedication to the idea that TOFC/COFC is a good, money-making idea. This thought might seem absurd, since it involves a segment of railroad business that has gone from practically nothing to a potential 1.5 million carloads in 20 years, a segment of business that in some cases is producing 10% or more of revenues on a significantly lower percentage of total carloadings. But railroading still tends to be conservative: There's that old saying, to the effect that where innovation is concerned, there's great competition to see who will be second. Of course, profitability and not volume has to be the main concern. But, there may be something to be said for the theory that volume breeds profitability, on the grounds that (1) if you make a little on each sale and have a lot of sales, you make a good slug of money, or (2) if you develop a user-habit and occasionally lose a little, maybe you can jack-up the rate and retain the customer.

PC is one road that seems to have been concentrating on volume (and, in fact, there are those who will say that PC's maneuverings have built its Trail-Van business at the expense of other railroads' piggyback traffic). But, one factor that stands firm against that accusation is the fact that PC President William H. Moore regards PC's TOFC/COFC performance as "spectacular"—and, with his Southern Railway background, Bill Moore is not a man likely to use such a word to describe a loss-leader.

## NO "INTERMODAL" PANACEA

One thing that ought to be remembered in all the rosy projections is that there is nothing inherently sacred about the phrase "intermodal operations." It didn't come from Mount Sinai, and it isn't the answer to every merchandise-shipping problem—especially in view of the strides made in dimensioning and equipping box cars for specific-commodity operations. It is, probably, the answer to efficient movement of international freight, for whatever volume that business may involve and for whatever volume of movement to inland points (or through and across the country) may develop.

In this context, P.L. Cowling, president of Milwaukee Motor Transport, notes the likelihood of further improvements at the ports, new moves by steamship lines, greater industry participation in export freight movements and perhaps the eventual development of true landbridge operations. Cowling also makes a point on the building-up of domestic traffic—on a kind of "try it, you'll like it" basis. His reasoning: There have to be (and are) commodity areas in which shippers have never "thought piggyback"—but experience indicates that once the ice is broken, both the shipper and his customers often find good reason for staying with and expanding their use of the service.

● **Costs, rates and profits.** Rates, certainly, will have to held in line. But, while railroads will have their inevitable labor-and-material-cost increases, so will truckers. Truckers don't have the right-of-way maintenance-cost problems railroads do, nor do they share all the railroads' other major cost problems, fixed and variable. But it's a fascinating thing, to note that motor carriers are looking with greater-than-ever interest at piggyback—an indication, perhaps, that railroads have been right all along in their claims of long-haul economy.

Service? That's something else. In terms of internal controls, it depends upon motive-power availability and utilization, terminal efficiency, investment in terminal-handling facilities, investment in trained personnel. Where intermodal business is concerned, the customer always has another choice—and so, in this business as perhaps in no other segment of railroad business, service quality has to be paramount.

One other factor—an imponderable—also deserves a hard look, in trying to assess the future of TOFC/COFC. That's the combined factor of energy shortages and environmental pressures. In a rail/truck comparison, there is no doubt that the railroad performs more work for less units of energy expended and for less environmental impact. What this all means has yet to be determined. On the one hand, a train can move a couple hundred trailer/containers with just one motive power package and crew (compared with the hundred-minimum tractors and drivers that would be required for over-the-road movement). On the other hand, the main concern about the environment centers on metropolitan areas—and truck operation is still required for pick-up-and-delivery operations. On balance, however, the railroad—and the intermodal concept—would seem to have the edge, on both energy-conservation and environmental-preservation grounds.

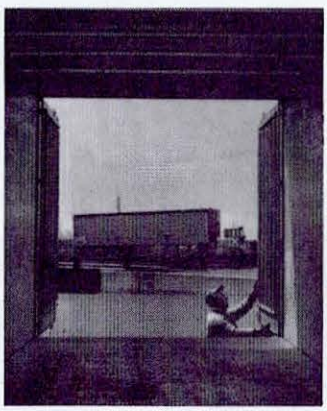
At this point, with less than half of 1973 on the record, the railroad industry is heading toward 1974 with a traffic record that's looking good—with grain, with coal, with the general improvement in the economy and with TOFC/COFC. As a whole—and not to minimize the situation in the Northeast at all—the industry is in position to consolidate its gains. Nowhere is that more true than in the TOFC/COFC business. If, as one piggyback man sighs, "we only know enough to do it." ■

# America's inland cities are now ACL ports to Europe.

Dallas, Tex.

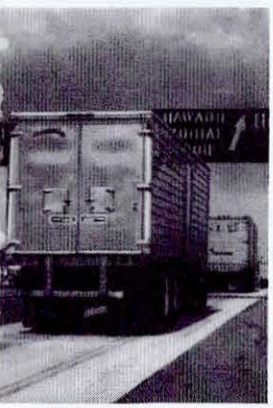
Indianapolis, Ind.

Cleveland, Ohio

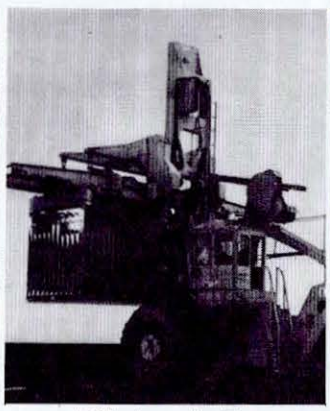


St. Louis, Mo.

Detroit, Mich.



Denver, Colo.



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Los Angeles, Calif.

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- Freight Train Cars, United States and Canada
- Freight Car Construction
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- Passenger and Transit Cars, U.S. and Canada
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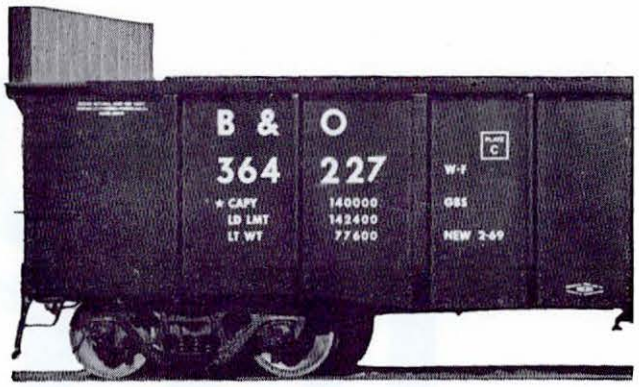


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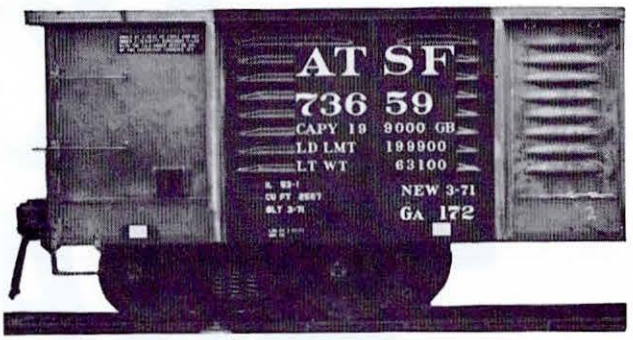


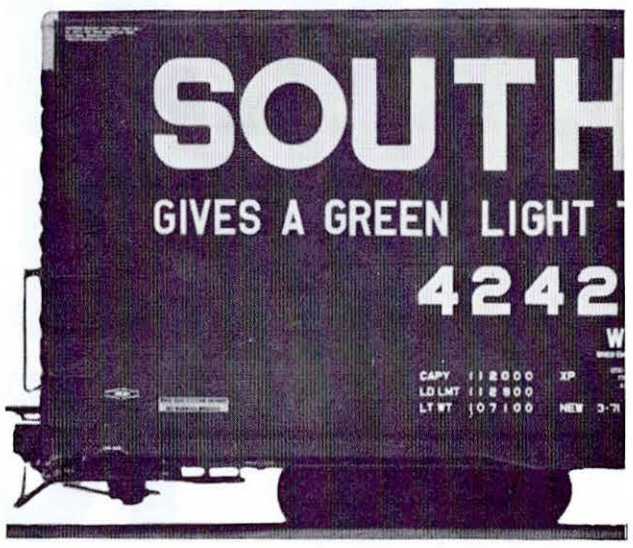


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# Was there really a grain-car shortage?

As somebody once observed, the grain from the plain moves mainly on the train—and therein lies one of the greatest combinations of opportunities and problems to hit the railroads in quite a while.

On the one hand, there have been tremendous traffic increases. Grain carloadings for the first four months of 1973 were up by 37% over loadings in last year's January-April period. On the other hand, there have been sizeable problems in coordinating all the elements of distribution involved—especially in export grain movements.

Milwaukee Road President Worthington L. Smith recently tackled this opportunity/problem situation in an appropriate forum—before a grain-industry audience. And he made it clear that railroads have done a real job in handling what a grain-industry spokesman had earlier described at a Senate hearing as "the impossible challenge."

Early last year, Smith recalled, the grain market was down. Not much grain moved out of storage. Cars were plentiful. Then, in July, came the announcement of grain-sale agreements with the Soviet Union: "Almost overnight, there was a staggering amount of grain to be moved. Because of the export sales, two years' production suddenly needed to be moved in one year."

Things began coming to a head late in '72: "During December, more and more cars were rounded up, loaded and headed toward Houston and other Gulf ports. But, just as export grain was moving in heavy volume, the yearend holidays arrived—two successive long weekends. When shiploadings resumed at full speed in January, there were loaded grain cars sitting on sidings everywhere around the Gulf and backed up to Kansas City. At one point there were some 10,000 cars standing loaded near the ports, waiting to be unloaded." So what happened next? Traffic to the congested areas was embargoed. Then, with thousands of cars tied up and embargoes in effect, inland elevators filled up. Cars were unavailable. In early March, unfilled requests for cars were running as high as 42,500 a day.

This, said Worth Smith, "is what has been referred to as a 'critical car shortage.' But it was a shortage only to inland elevator operators. To the port elevators, it must have seemed like an out-and-out population explosion."

What's Smith's assessment of the situation? "Utilized fully and effectively, I think the existing car fleet could have done the job without major problems. Doubtless, shippers would have had to wait for cars, but the situation would have been nothing like what occurred." Actually, of course, "the flow of cars was badly disrupted and effective utilization was an impossibility. In an effort to keep grain moving, railroads did put every possible car into grain haulage. But even this did not help much."

**MILWAUKEE PRESIDENT** Smith suggests that "twice the number of cars available for loading would have resulted in twice the number of loaded cars with no place to go."

What all this comes down to, Smith emphasized, is that "I am opposed to calling the experience of the first part of 1973 a 'car shortage.' That implies that simply adding more cars would have solved things. But if there had been more cars available, where would those cars have gone? Elevators might have turned their stocks over one more time, but the grain wouldn't have been any closer to delivery. With ports and terminals backed up, twice the number of cars available for loading would merely have resulted in twice the number of loaded cars with no place to go."

What did happen, Milwaukee's president concluded, was that "the American rail system expanded its grain-carrying capacity almost 20% over previously-established levels with no advance warning and no time for substantial capital improvements." It was an accomplishment that gave rise to a question: "How many other industries could have increased their capacity so much under similar restrictions?"

What's the current grain-movement picture? It's shaping up this way:

—The spring harvest is under way. For Texas and Oklahoma, at least, bumper crops are forecast. U.S. Department of Agriculture estimates look for a national grain production of more than 11.1 billion bushels, up from 10.2 billion last year. If the forecast is right, 1973 will show the biggest crop in history.

—Grain in storage is down considerably, due to the upswing in exports and increased domestic consumption.

—Estimates indicate that in fiscal '73, more than 74 million (metric) tons will be exported. Of this total, about 82% had been shipped by late April. Tonnage remaining to be shipped during the fiscal year was about 13.3 million tons, and it could be handled within the time frame even with weekly movements at a lower pace than recently experienced.

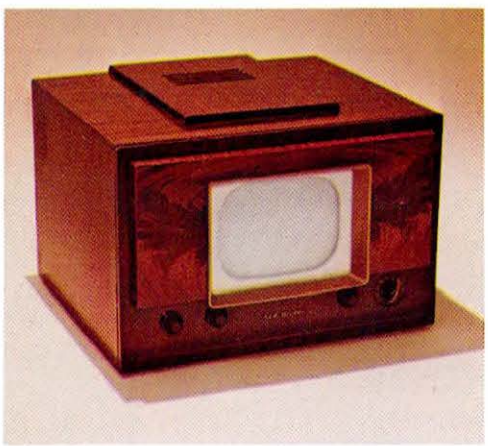
—Exports to the Soviet Union are something else again. Through April, they were running behind schedule, even though estimates of Russian orders have been revised downward. By one projection, if the Russian commitment is to be met by July 1, about 720,000 tons a week would have to be shipped. Actual shipments have been running below that level, because of the limited number of ports being used.

—Estimates for fiscal 1974 call for grain exports to continue at about the 1973 level, although Russian orders are expected to drop sharply. This movement, it is indicated, can be handled smoothly, especially since it will take place under conditions of adequate notice and since it will be spread more evenly over a year's time.

—Meanwhile, weather conditions have had serious effects both on transportation and on spring planting of grain. With much farmland in the Mississippi valley under water, spring plantings are being delayed. In all probability, planting will have to take place without prior application of fertilizer, and this may work to reduce crop yield. Some shifts in types of crops being planted may also be made. As for weather-related transportation problems, flooding along the Missouri and Mississippi has put much barge transportation out of business. Barge loading and unloading facilities at some points have been badly damaged. Railroads have also been hard hit.

Railroad performance figures have been showing grain-car unloadings at ports holding steady at about 15,000 cars a week. Over-all, grain loadings have been dropping somewhat since February. Equipment supply has been tight, but the situation has been helped somewhat by use of an estimated 10,000 open-top hopper cars in grain service.

At the same time, car-shortage figures have been declining, and the backlog of cars at ports has gone down to a level described as acceptable. And, car orders and deliveries reflect the industry's response to the grain-transportation opportunity: for the first quarter of '73, 4,117 covered hopper cars and 4,514 box cars were delivered; 8,992 covered hoppers and 3,366 box cars went onto builders' order books. ■



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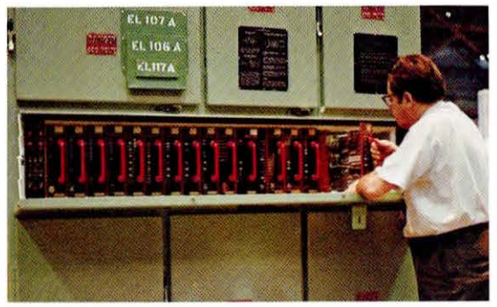


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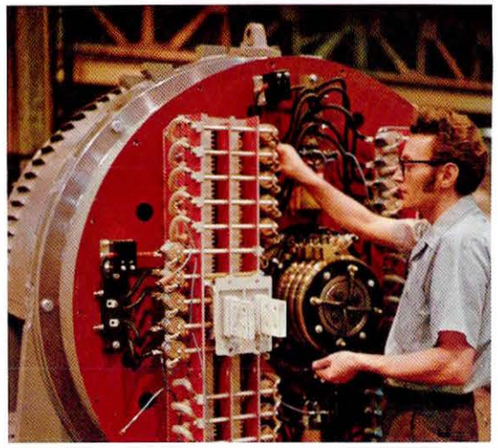

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### A rebuilt locomotive can cost as much as a new one.

Many railroads have found that it costs no more to buy and operate new locomotives with these new components than to rebuild and maintain vintage 1949 GP-7's or 1954 GP-9's — even when the rebuilt locomotives are assumed to have a 15-year economic life span. That's because for these railroads, the operating cost savings they realize with the new components make up for the higher initial cost.

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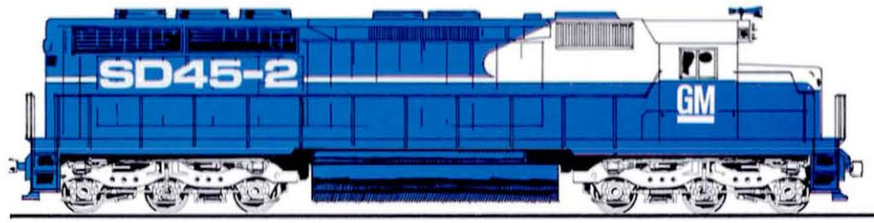
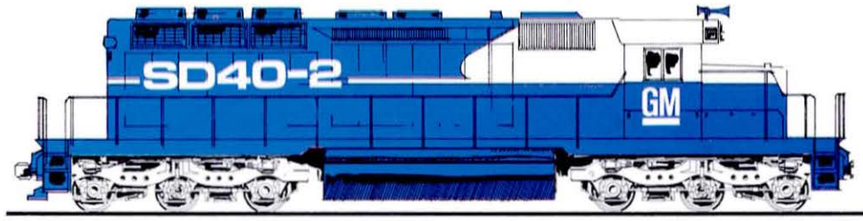
By 1980, the Department of Transportation projects an increase in revenue ton-miles of about 24% over what they were in 1972. To handle this business without a massive increase in fleet size and associated costs, railroads will need new locomotives that are stronger, more reliable and easier to maintain. Many old GP-7's and GP-9's still run well. But only new replacement locomotives can really handle the increased business effectively. That's because only these new locomotives can provide all the reliability and maintainability improvements we've made over the past 23 years.

Here are a few examples:

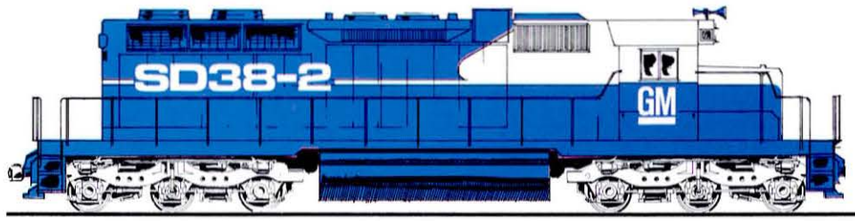
## The 40-2 series– five standard road locomotive models



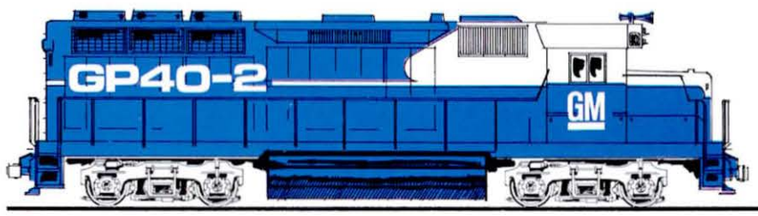

**SD45-2**
3600 horsepower
(turbocharged)



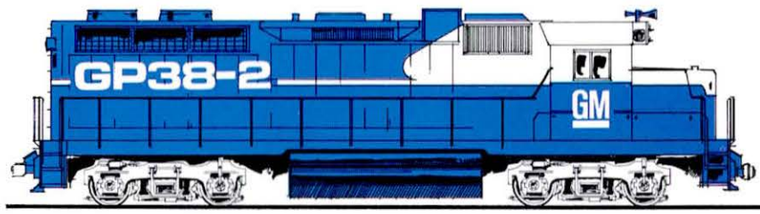

**SD40-2**
3000 horsepower
(turbocharged)




**SD38-2**
2000 horsepower




**GP40-2**
3000 horsepower
(turbocharged)




**GP38-2**
2000 horsepower

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Electro-Motive Division
La Grange, Illinois

# Glen Scott is a big reason why our great big rollin' railroad keeps rollin'.

Engines speeding over miles of steel track.

Engines stopping.

Starting.

Pulling and pushing.

Eventually, all of this work takes its toll.

A smooth-running train has to run smooth, and Glen Scott sees to it.

Glen is a machinist in the Salt Lake City shop.

Thanks to him and his years of experience, the trains of Union Pacific keep rolling.

On time.

All the time.

Glen is just one of the Union Pacific machinists who deliver their best so our great big rollin' railroad can deliver the goods.

Because of the 27,000 U.P. people and the job they do, we're not just another railroad.

We're the Union Pacific Railroad people.

And we can handle it.

## We can handle it.

**the Union Pacific railroad people** UNION PACIFIC

# Why railroads are beefing up their

*Railroad spending for fixed plant is going up—partly because of inflation, of course, but in good part too because plant investments are paying off in better service and in return-on-investment. This Special Report in the Railway Age "Profit Through Productivity" series looks at four aspects of productivity-boosting plant spending—improved tools and methods for maintenance, terminal improvements, upgrading of line, and the redistribution of plant assets.*

"We want and need these track machines," says the M/W Department.

"We'll take your request under consideration," replies management, "but first you'll have to tell us what the pay-off is going to be."

By "pay-off," management may have any one of a number of things in mind. But suppose its criterion is the ROI—return on investment. By budget time management has usually made up its mind what the ROI has to be to qualify a machine for serious consideration. Reaching that decision has involved consideration of two primary factors—the amount of money available for capital investment and the machines or projects, with their ROI's or other criteria, that are competing for that money.

● **Stiff competition.** Invariably, the competition is stiff. There are always numerous requests clamoring for a share of the money, which is always limited. Proposals with puny ROI's are not in the picture at all. To merit consideration, a machine must promise a return of at least 25% on most roads, and even more on others if money is tight.

When mechanized track-maintenance equipment was first coming into the picture, and it was a matter of machines replacing men, the ROI's were sometimes fantastically high. A tongue-in-cheek comment made by an M/W officer of a large road at that time ran something like this: "We can make so much money with our track machines that we don't need to operate revenue trains anymore."

Times have changed. No longer is it totally a matter of machines replacing men, although the element of labor still enters the picture. For the most part, the machines being purchased today are the newer and improved models scheduled to replace machines of an earlier design.

Under these conditions the matter of justifying the new machine is much more than the dollar savings to be effected. Other elements that enter the picture include the quality of the work done, the amount of downtime that can be expected as a result of mechanical failure, and the rate of production.

The production rate as a factor in justifying the acquisition of new machines has taken on new importance in view of today's higher density of traffic on many lines. Increasingly, therefore, the track forces are coming up against the problem of getting sufficient on-track time to permit out-of-face maintenance work to be carried out economically.

This is an area in which the term "profit through productivity" has unmistakable meaning. The modern high-speed tamper/liner, for example, with production rates of 2,000 feet or more per hour, will achieve maximum production in the available time, whatever it might be. And if two or even three such machines are thrown into the breach, the amount of work accomplished between trains can be multiplied.

Tie-renewal machines provide another example. Like the manufacturers of other machines, the tie-machine people are, at one and the same time, striving toward two goals. One is to speed up production. The other is to reduce the number of men required to do the job. To the extent that these efforts are successful, the modern track machine becomes a powerful weapon in the drive toward profit through productivity.

● **Machines need help.** But in achieving the ultimate in productivity, the modern track machine needs something besides its own capabilities. It needs, for one thing, the ingenuity of track supervisory personnel in making the most of those capabilities. In the present-day scheme of things, downtime is a constant threat to productivity. Every track man is aware of the need to keep machines in good condition. Even so they have a way of breaking down without warning, perhaps idling an entire gang. When this happens the railroad that believes in providing field mechanics with its bigger track operations reaps dividends from its investment in this policy. Another policy that pays dividends is that of establishing a good working relationship with the manufacturer, to assure ready availability of expert advice and needed repair parts in the event of field breakdowns.

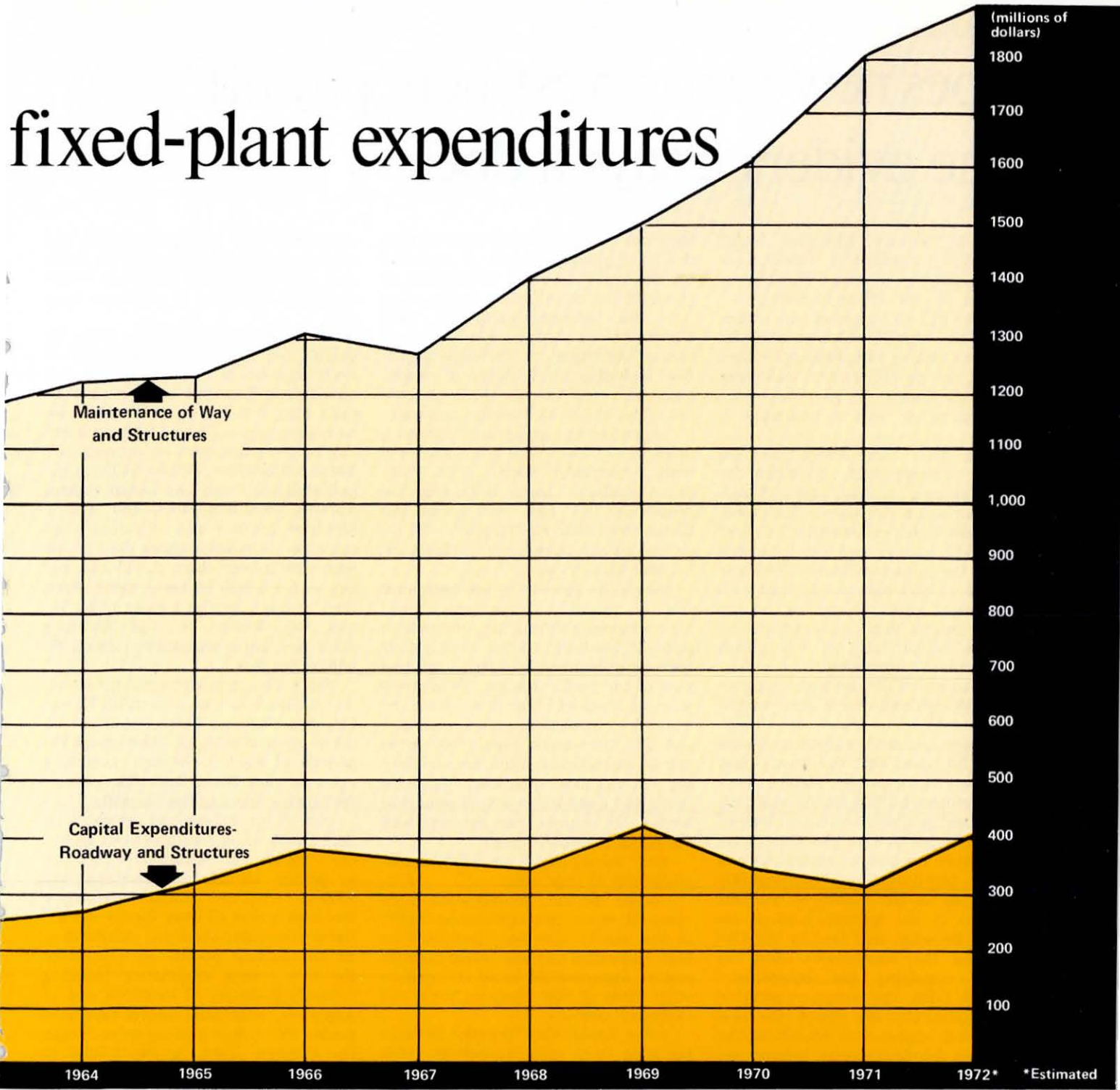
● **Boosting production time.** One of the most powerful aids to the productivity of track machines is the practice of working track gangs on "dead" track in double-track territory. Whatever may be the problems presented to the transportation department by the "detour" system, they are minimal compared to the advantages of being able to work track gangs without interruption from train traffic. And the greatest payoff for *both* the track and operating departments is realized when multiple maintenance operations, including bridge work, are concentrated in the "detour" area. Under this system the operating people gain because they do not have to cope with the slow orders that would otherwise confront them over a much wider territory.

Somewhat the same principle can be applied in single-track territory. No better example can be found than that of a railroad that was using two rail-laying gangs working at widely-separated points on the system. This road has now made a simple but momentous move. The two gangs have been brought together and are working in tandem, each laying the rail on one side of the track. Under this arrangement the track department can "bargain" with the transportation people in getting maximum use of the track. For its part, the operating department gains in having only one location instead of two that present the possibility of track work interfering with the movement of trains.

As a factor in promoting the productivity of track machinery, the cooperation of the operating department is regularly sought these days and often obtained. To assure this cooperation, some railroads regularly assign an operating officer to work directly with the larger track gangs. A chief engineer noted recently that this practice works fine unless the assigned officer is more interested in operating trains without delay than in seeing that the track people get their work done.

Cooperation or not, as this chief engineer observed, the problem of getting a reasonable amount of on-track time for the track forces can never be solved completely. And it is even likely, he said, to become more difficult as train traffic gets heavier. In that case, notes one observer, the greatest hope lies in the use of machines, or aggregations of machines, that will accomplish the most work in the least amount of time.

● **Idleness is costly.** Getting on-track time is much more than a matter of




allowing the track forces to get their work done. When a track gang is idled to allow the passage of trains, the railroad is not only losing production but is also suffering an out-of-pocket cost depending on the number of men involved and the investment in machines.

Such blows to profitability are a matter of interest to management in addition to the operating department. The possibility of financial loss when track gangs are idle can be good reason for coming to a compromise arrangement. In a recent case the M/W people figured that their rail-laying gang was costing about $400 per hour. To minimize the loss involved due to idle time for this gang, the transportation department agreed to an arrangement in which trains are fleeted to allow the rail gang several hours on the track in the morning and again in the afternoon.

Profit through productivity in M/W is not entirely a matter of having individual machines that get over the track fast. In any gang, say track men, the various machines must be brought into balance so that they move at the same rate, with none getting ahead or falling behind. In either case profit may be lost while part of the gang waits for another part to catch up.

Maintenance-of-way officers are trained from their earliest days on the railroad to think in terms of economy. Whatever economies they achieve through the increased efficiency and productivity of their forces helps to enhance the figure on the bottom line of the profit statement. They are proud of the contribution they make to this figure. But one says:

"I wonder whether our management has ever attempted to figure how much profit is lost in the long run by not bringing the tracks up to a reasonable standard and keeping them there. Adoption of such a policy sure would help to make our whole effort seem that much more worth while."

# Does new-yard investment pay off? The evidence says it does

Eugene, Bellevue, Argentine, North Platte, North Kansas City, Calder, Centennial, Alyth, Colton, Northtown, Sheffield, Hauser: It's an imposing list—and, actually, only a partial one—representing the huge investment railroads have been making and planning for over the past five to 10 years to make sure that every freight car goes where it's supposed to go with a minimum of delay.

Yards don't come cheap. Southern Pacific's Colton Yard, scheduled for formal opening in July, cost $39 million. Burlington Northern's Northtown Yard, now under construction, will cost about $40 million and the estimated cost of the proposed Hauser Yard near Spokane is $30 million. At least two more major yard projects are on the drawing boards today, and at least one of them will probably hit $40 million by the time it's completed.

Is it worth it? The evidence indicates "Yes," though some yards have worked more smoothly than others—and though every once in a while somebody comes along who insists that the gravity class yard, even in its present state of electronic refinement, is a clumsy and antiquated and generally inefficient way of sorting out freight cars. Maybe someday some other method of classifying cars will be practicable and economically sound. But in the meantime, the best engineers in the railroad business are making decisions that lead to the Coltons and the Northtowns. And the people supplying the equipment—WABCO, GRS, the computer people—can legitimately say about the new yards what engineers at Electro-Motive say about the diesel-electric locomotive: It's a moving target, one that is steadily being improved and one that's staying a couple of steps ahead of whatever might be adjudged to be in second place.

For example: You'll find nobody on Santa Fe badmouthing the new Argentine Yard. What you will find is a group of operating people who are (1) eminently satisfied with the yard's performance, (2) afraid to think about the problems they would have if they didn't have Argentine, and (3) able to show return-on-investment figures indicating that the investment in Argentine has been or soon will be fully recovered—without even taking into account new business which may have been attracted to Santa Fe because of the faster and more reliable service which the yard has made possible.

● **Costs—and savings.** As such things go these days, Argentine was not a tremendously expensive project. It cost $12 million, and it involved construction of an eastbound classification facility to go with the primarily-westbound yard which was opened in 1949. Current savings generated by the new Argentine—including such items as wages, locomotive expense, per diem—are estimated at about $3.6 million annually.

Important as savings are, however, those are not the dollars that Santa Fe is most enthusiastic about. Vice President-Operations Larry Cena and the people on his staff will quote the figures—but their real emphasis will be on the service improvements Santa Fe has been able to make.

Before the opening of the eastbound yard in 1969-70, it was not uncommon—especially during the summertime peak on perishable traffic—to have four trains, maybe more, held out on the line west of the yard for hours. Train crews were on final-terminal time. Santa Fe would have to taxi them to a restaurant and get them back. Sometimes crews had to be relieved when time-on-duty ran out. But now? It's Santa Fe's proud claim that since the new yard went into service, not a single train has been held out for lack of track space.

And, among the other major accomplishments of Argentine:

—Santa Fe has become even more competitive on transcontinental traffic as new blocks have been instituted on both eastbound and westbound business and as Argentine has eased the load on other yards at Fort Madison, Iowa, and Chicago (Corwith).

—The Kansas City Terminal Division has gone from near the bottom (15th among all divisions) to a high ranking (first place) on its personal-injury safety record. The new yard itself can't take all the credit for this, since its opening came at about the same time that the road launched a new and comprehensive safety program. But the fact remains that in 1968 there were 101 reportable injuries on the terminal division, and the numbers dropped to 25, six, two and three in 1969-70-71-72.

—In the freight L&D-prevention area, Argentine has helped. In before-and-after tests, Santa Fe saw a 53% drop in the number of test cars receiving measurable impacts, a 44% reduction in total impacts and close to a 30% reduction in severity of impacts.

—Even though there have been job reductions among both operating and non-operating personnel, Santa Fe is convinced that employee morale has been improved. One measure: Since the new yard was opened, there has been a significant reduction in employee-turnover.

● **What can it do?** Actually, Santa Fe doesn't yet know what Argentine is really capable of. As one on-the-spot operating officer put it in a note to Cena almost a year ago, "Frankly, we have never had sufficient business available to determine what the capacity is." But a conservative estimate at that time indicated that with two hump engines working around-the-clock and with a part-time trimmer, the eastbound yard could be in humping mode 80% of the time and average about 2,880 cars per day at a 2.5-mph humping speed. Even then, savings for the Kansas City, Illinois and Chicago Terminal Divisions alone were being estimated at about $3 million per year.

Santa Fe's improvement has, on occasion, also been a boon to other Kansas City lines—because twice Argentine has taken on switching for other roads for periods of eight to 10 days, switching not only their Santa Fe traffic but cars for other connecting lines as well.

And as for the east-end operation of Santa Fe itself, operating officers spell it out: "Before the eastbound hump was in service, all Illinois-connection cars were switched east of Argentine. Argentine now makes all three blocks and the trains containing them are mainlined at all intermediate points. As a result of the new humps eliminating blocking formerly necessary at locations east of Argentine, substantial savings have been made. We're now making more blocks for Corwith Yard, which results in Corwith's humping about 220 fewer cars per day. . .We've found that cars for connecting lines at Corwith consistently leave Kansas City around 2 a.m. and are in the connecting line's yard by 6 p.m. that evening. Where we used to make four blocks for Corwith at Argentine, now we make 12."

Service improvements have also been made on westbound traffic: "Corwith now makes up two or more solid California trains, a Dallas train and a Houston train daily, and these trains are not humped at Kansas City. Kansas City-connection cars out of Corwith move on the headend of one or two trains a day, and so these cars can be switched just once at Kansas City instead of twice. In addition, the design of the yard is such that inbound trains can be yarded close to where the humping will be done."

**SANTA FE'S ARGENTINE YARD** didn't come cheap—but it is quickly paying for itself.

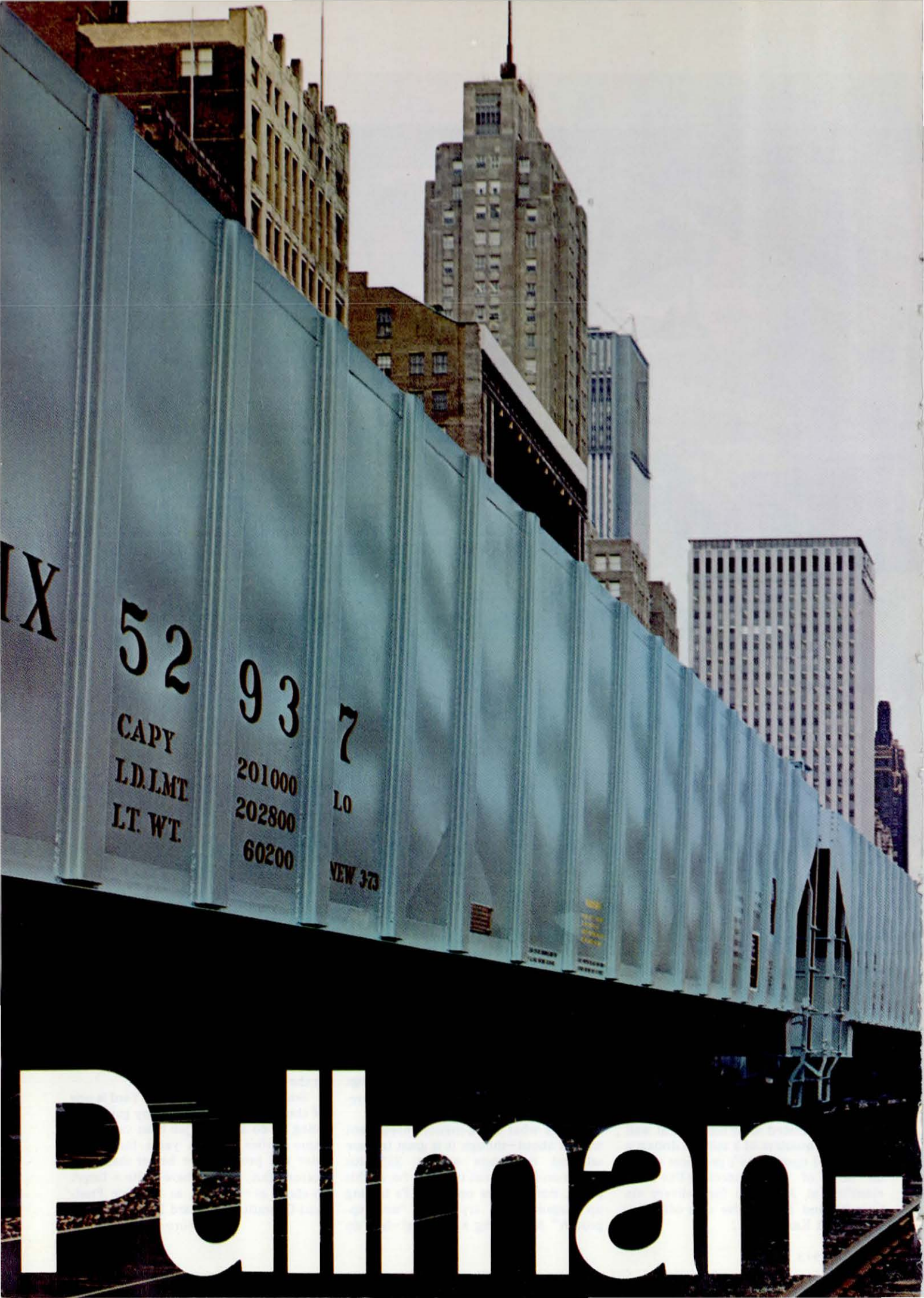
As for cost savings, Santa Fe figures that "Generally speaking, we have cut in half the number of times we handle cars and our terminal delay has been reduced by at least 50%, and this has been done with a reduction in yard-engine tricks. It has also produced substantial per diem savings—estimated some time ago at well over three-quarters of a million dollars a year, based upon a day's per-diem saving on 50% of the connecting-line cars classified at Argentine for delivery via Corwith and 50% of the cars off-interchanged at Kansas City.

● **Keeping the customer happy.** And the thread that ties everything together, the big intangible that Larry Cena and other Santa Fe people know is there, over and above the measurable savings and measurable transit-time improvements? Customer satisfaction.

That's what a $12-million investment was all about—though it is great to have satisfied customers and a 25%-plus return-on-investment to boot. So, at this point, don't figure on Santa Fe tearing up Argentine to try some "new approach" to running a terminal—but do figure on railroad people and the designers at WABCO's Switch & Signal Division and at GRS to come up with a few new wrinkles in the yards that are still in the future.

Southern Pacific's Colton Yard is one of those—and if history is any guide, it's going to do a better job than yards that came earlier, just as yards that come later will probably be better than even Colton, But, they'll have quite a target to shoot at—because, as SP Vice President-Operations Richard D. Spence puts

*(Continued on page 48)*

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# The small print on these cars makes the big difference.

Look at the light weight. This means more lading weight. It's a big thing when it comes to increasing revenue.

And this is exactly what you can get with Pullman-Standard's new 4750 cubic foot covered hopper car. You can get several thousand pounds more lading per car. And over a hundred cubic feet more usable volume. Together these features permit full 100-ton loads of a wide variety of commodities. This means more savings for your customers, and more revenue for you.

The 4750 is just one of a whole new family of Pullman-Standard covered hopper cars, available with or without center sill, and designed for the broadest possible applications.

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Circle 38 on coupon page 67

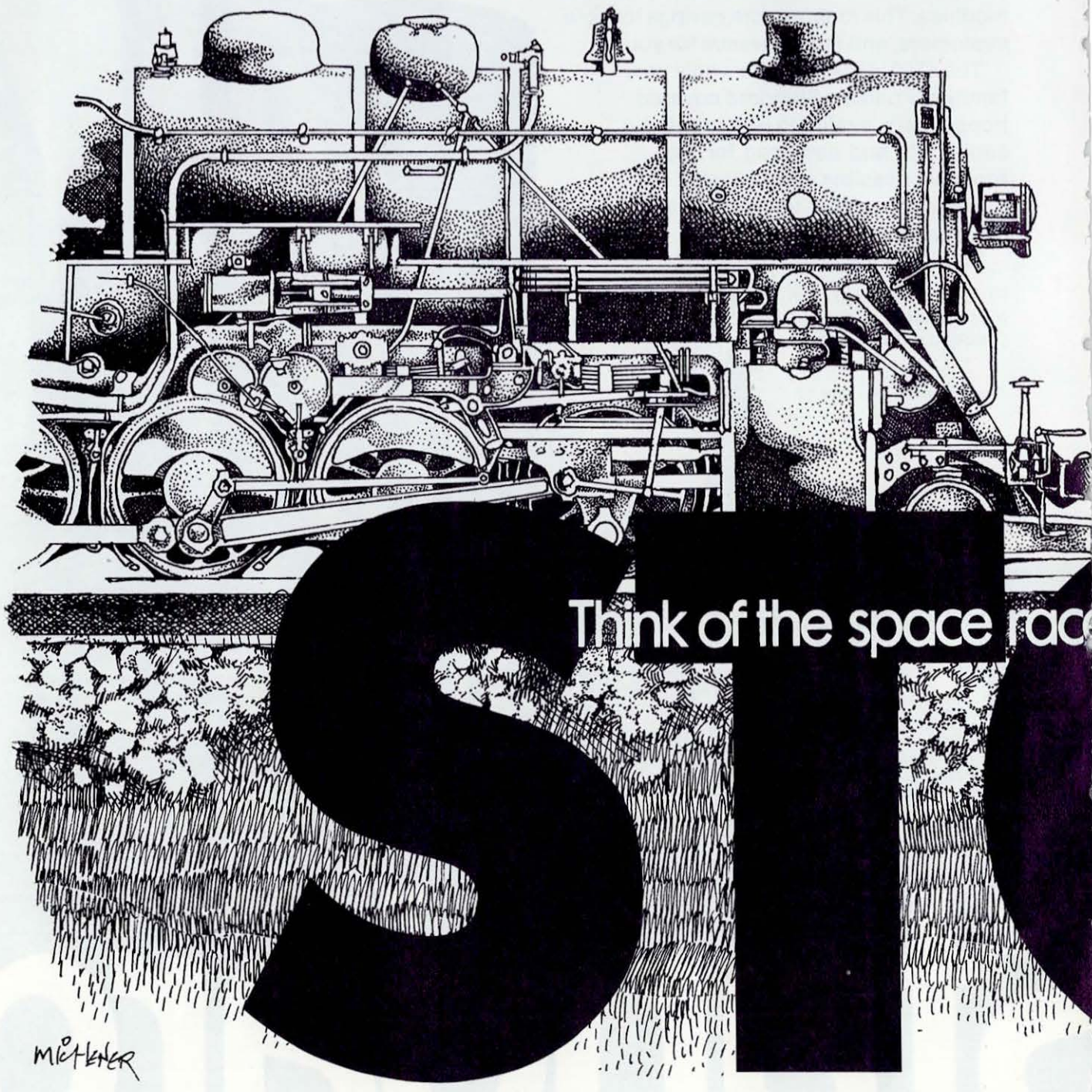
Standard

After 33 years of progress, it takes more space to stop today's longer, heavier, faster trains. If present trends continue, by 1985 average stopping distance will be 75% greater than in 1940.

**Facts to face.**

| Typical "Mainline" Train | 1940 | 1973 | 1985 |
|---|---|---|---|
| Speed | 38 mph | 46 mph | 50 mph |
| Average number of cars | 78 | 110 | 107 |
| Tons per operating brake | 60 tons | 86 tons | 92 tons |
| Brake pipe length, cars under 75 ft. | 56 ft. | 61 ft. | 68 ft. |
| Average total brake pipe length per train | 4365 ft. | 6710 ft. | 7275 ft. |

Can stopping keep up with progress? Yes. High-friction brake shoes, net braking ratios, and reduction-relay



valves on cars with over 75 ft. of brake pipe help. But—brake pipe lengths of the typical train have increased dramatically. And brake response times are longer. Result: increased stopping distances, rougher train handling.

Solution is the installation and use of our B-1 Quick Service Valves. On a train with 6000 ft. of brake pipe length, build-up time is cut more than 30%. Transmission time is cut more than 35%.

**You cut stopping distances by over 15%.**

In effect, trends toward longer, heavier, faster trains can continue. Even accelerate. Look into the B-1 Quick Service Valve. We call it STOP. Stopping to Operate Progressively. Get the facts. Check with your New York Air Brake representative.

**NEW YORK AIR BRAKE**

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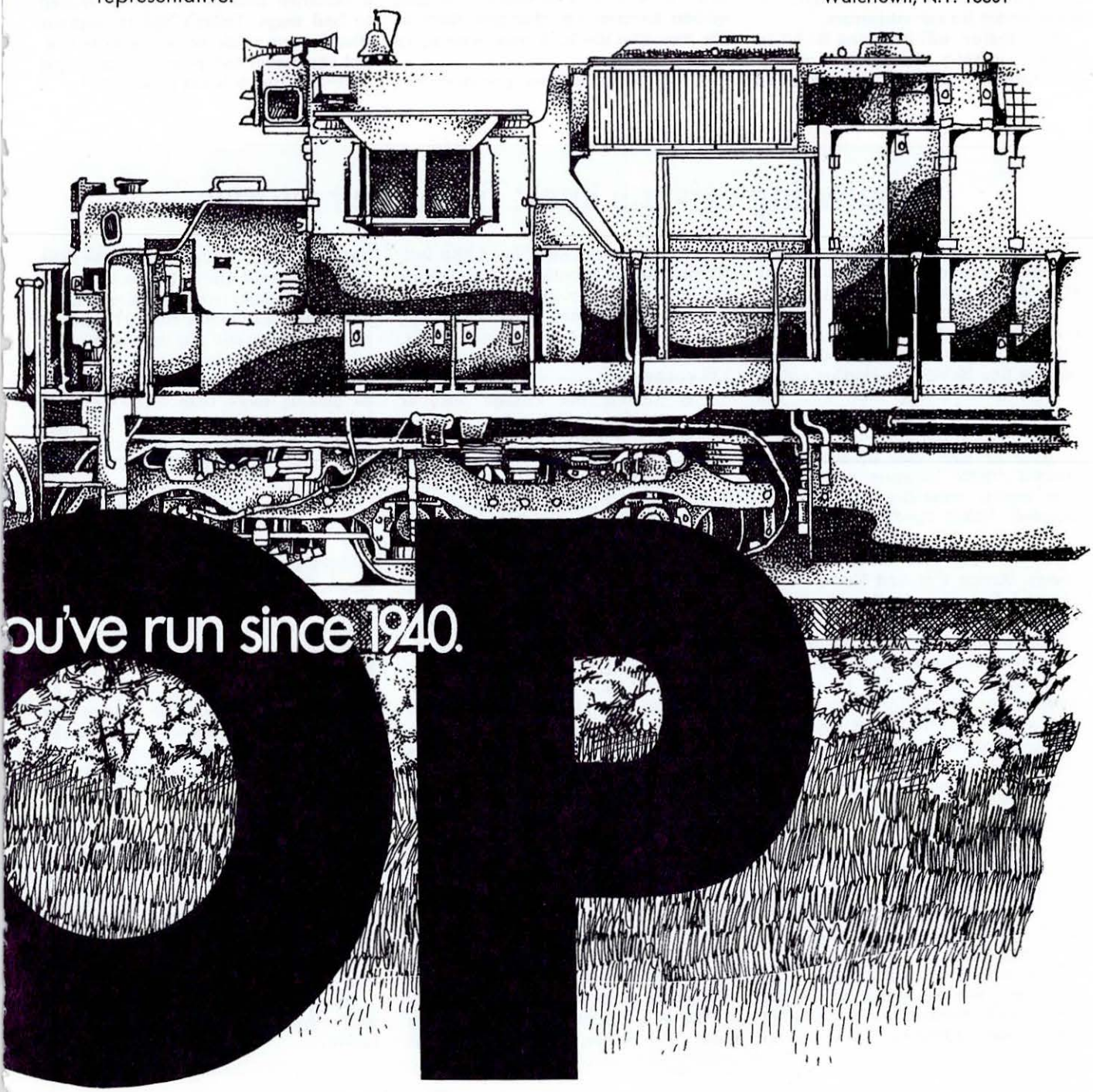



Circle 20 on coupon page 67

(Continued from page 43)
it, Colton "promises to be the most efficient rail freight facility in the world, with the fastest car-classification rate ever achieved and a management team to match our machines."

Colton will have control by two independently-operated computer systems—one handling actual operations and the other taking care of planning needs. It will have a car-classification rate of six to eight cars per minute. And, like Argentine, its impact will be widely felt: "We feel certain that this design for the best possible physical plant, with the machines and men to maximize its use, will improve all terminal operations on our property, leading to even greater improvements of the capabilities of our other yards and their data systems—all in the furtherance of better service for our customers."

Too, Colton will be doing its bit to broaden industry knowledge of just what further benefits can be produced in the process-control area. As one supplier engineer notes, the process-control part of this project "is unusual, in that the car-behavior equation is complicated by the high production requirement and by the fact that there are four retarders in a run—with a retarder at the tangent point on each class track, in addition to the usual master, intermediate and group retarders."

● **What's ahead?** If there are real trends in classification yard design—and there are—they have, essentially, to do with people, performance and change.

M. J. Shearer, Jr., senior transportation engineer at WABCO's Union Switch & Signal Division, has this observation—specifically on Canadian Pacific's Alyth Yard but applicable to any: "Alyth was made to be used by men. And, therefore, it will be a dynamic, changing system to meet the changing needs of the men who use it. It may never really be finished."

C. B. Ramsdell, vice president and general manager of the US&S Division, wraps it up with a comment on the computers—and a succinct note on where the terminal-investment money should be and is going: "New process-control systems are being designed to communicate with central computer systems which in turn supply information to the operating, traffic and accounting departments to provide better customer service and cost control. This integrated information and the instant retrieval of pertinent facts from computers give railroad management more up-to-the-minute information to better equip them to make the vital day-to-day decisions required to keep traffic moving fast and efficiently. At the same time, it is imperative that these terminals obtain maximum throughput with a minimum amount of expense related to land usage. Today's high-throughput classification yards are using more control equipment and proportionately less land—resulting in lower total cost."

# Upgrading existing lines: Two case histories

In this day and age, it's the new line of railroad that gets the headlines—the Black Mesa & Lake Powell, for instance, or the Muskingum Electric or the Waynesburg Southern or Santa Fe's "sulphur" line in the Southwest or the 126-mile line Burlington Northern plans to build in Wyoming. But, with less fanfare, railroads are also investing impressive sums in the upgrading of existing lines to take care of actual and expected traffic increases and to improve service reliability. Two current examples: Union Pacific's expenditure of more than $12 million to make a "super railroad" out of the UP line between Kansas City and North Platte, Neb.; and Frisco's upgrading of a line in Oklahoma, at a cost of more than $5.3 million, to provide a more reliable service route on transcontinental traffic.

● **One of the biggest.** The UP project, scheduled for completion next year, is billed as one of the largest track-construction projects to be undertaken since the driving of the Gold Spike 104 years ago. The rationale for the job? Says UP: "It takes a 'super railroad' to move today's increased volume of freight and to be prepared for the anticipated future growth in the rail traffic." (And growth *is* coming: UP revenues on traffic moving through Kansas City were $210.8 million last year, up $23.3 million from 1971.)

For its investment, UP will get:

—Longer passing tracks to handle longer trains without delay. Existing tracks, mostly 6,000 to 7,000 feet in length, will be extended to 13,500 feet. Over-all, about 30 miles of passing-track extensions will be built.

—Train operations governed by ctc.

—Heavier rail. In passing tracks, 90-pound rail will be replaced by 133-pound rail.

—A 15-mile line change west of Marysville, Kan., which will chop down two hills and reduce the ruling grade from 1.1% to 0.8%

—An additional main track for more than 10 miles from Herkimer, Kan., through Marysville to Upland, to cut down on terminal time and speed up operations.

—A straighter line, with curves eliminated at a number of points. One "S" curve to be taken out at Steele City, Kan., will even require a change in the channel of the Little Blue River.

—A new, 360-foot bridge across the Big Blue River at Marysville.

In addition, UP will be spending about $2.4 million for related improvements in the Kansas City, Kan., terminal, including provision of through tracks with central-controlled signals and switches. This will give UP a ctc operation from Kansas City over the entire upgraded line to its link-up with the UP double-track main line through Nebraska just east of North Platte.

● **For better traffic flow...** Frisco's line-upgrading in Oklahoma won't be as costly—but it will also be of great significance in improving traffic flow.

This is a project that stretches over about 175 miles, between Cherokee Yard at Tulsa, through Enid to the little town of Avard and a connection with Santa Fe. Major cost elements will be more than $3 million for 107 miles of new and relay rail and more than $1.3 million for replacement of about 165,000 crossties. But Frisco will also be putting more than $280,000 into bridge improvements and $177,000 into improving visibility and protection at 21 grade crossings. Target date for completion of the work is Aug. 31.

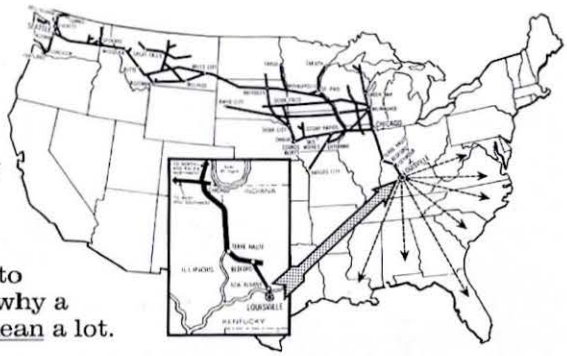
Traffic on this line is not now straining its capacity, with daily service each way between Tulsa and Enid and a tri-weekly operation between Enid and Avard. But Frisco is looking at the line as an important link in Transcontinental freight operations, with, probably, two through trains daily in each direction to be added when the project is completed.

As it happens, Avard used to be an important interchange point—for through passenger trains. But when the passenger trains went, Avard pretty much went with them—because Frisco could get a better division on transcontinental revenue by using another gateway. Now, however, the key word is "reliability"—and Frisco is convinced that the Avard gateway, which will reduce the over-all mileage on the Frisco/Santa Fe route, will also improve service reliability. And that, of course, should help attract more traffic to the line.

That's the name of it all for the railroads: More traffic—and more profitable traffic.

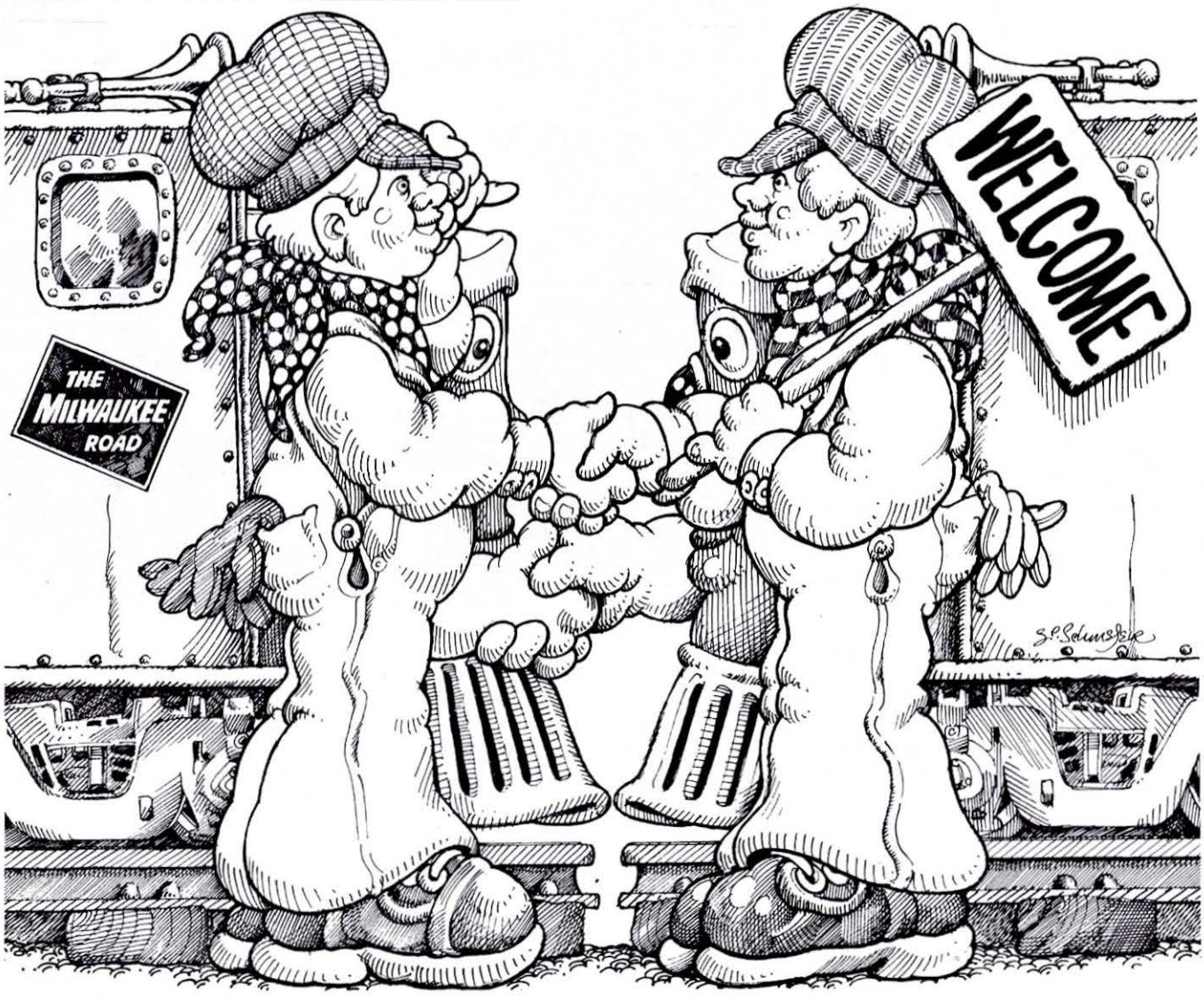
# THE LOUISVILLE LINK-UP

The Milwaukee Road now operates its freight trains directly into Louisville. When you consider that we already operated all the way from the Pacific Northwest to southeastern Indiana, the 78 more miles to Louisville may not seem like a lot. But when you also consider that Louisville is an important Gateway to the South, you can see why a little bit farther does mean a lot.



The Milwaukee Road is the only transcontinental railroad operating from the Pacific Northwest to this important Ohio River Gateway with a direct service route that by-passes Chicago. It eliminates terminal congestion and means more efficient, more direct rail service between the Northwest, the Midwest, and the Southeast.

All things considered, the Louisville Link-Up means a new way of shipping farther... faster... better. On the Milwaukee Road. America's resourceful railroad.



*FIXED-PLANT*

# The North Western prunes for growth

Don't call it "disinvestment." Don't use the buzzphrase "plant rationalization." Call it "reallocation of assets," because that's what it really involves—taking assets that are being wasted and putting them where they can do some good.

Call it "Chicago & North Western"—because C&NW is doing one of the industry's better jobs of construction pruning, getting rid of lines that never will serve a useful purpose and building up those routes that have a job to do today and the potential for a bigger one tomorrow.

The figures are these: In late 1968, North Western had about 11,800 route miles. At the end of 1972, it had 10,250 miles. It has abandonment proceedings before the ICC in one stage or another covering about 500 miles. President Larry S. Provo has said that C&NW should get down to 7,500 miles and has to get down to at most 8,500 miles. And the way things are going, the road has a good shot at its goal: North Western has had a few turndowns at the administrative-law-judge stage, but it has lost only one significant case and even that one has now been re-opened.

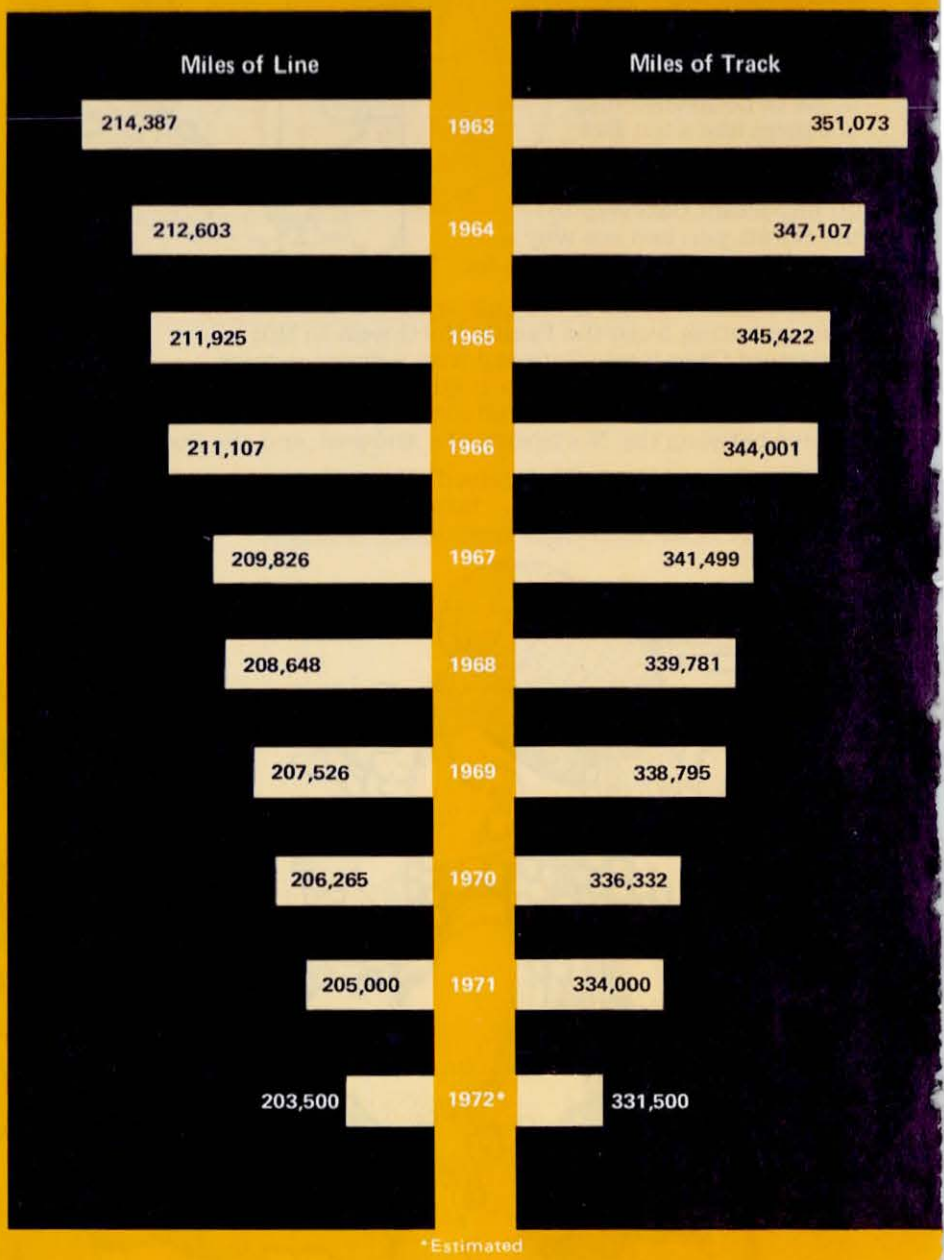
● **The over-built railroads.** With all the acknowledged over-capacity in the Northeast, that's the area that's getting most of the attention so far as rail plant is concerned—with Penn Central, for instance, saying it needs only an 11,000-mile system but is planning for a 15,000-mile network (out of a present 20,000 miles) because of the costs and other obstacles standing in the way of the deeper cut.

But, the Northeast is far from the only area where the railroad industry overbuilt. Take Iowa. It has been said that if you take a map of the state and then put on a series of overlays—representing C&NW, Milwaukee Road, Rock Island, Burlington Northern, Illinois Central Gulf, all the other rail lines and the network of improved highways—once you get the overlays in place, you can't find Iowa.

Iowa may be the worst example, but there is an awful lot of railroad throughout the area in which North Western operates. And so it was about four years ago that C&NW set out to see what could be done about it. The answer was, not much—because the data base to justify abandonments just wasn't there. North Western set out to get it, with everything channeled through a branch-line review committee. The committee got originating and terminating revenue (C&NW division) for every station. It got revenue-per-mile figures. It worked out profitability figures, first with a $4,000-per-mile revenue figure (compared to a system average then of $28,000 per mile) and later with a higher figure. Today, with the system per-mile revenue average at about $33,000, the break-point on branch lines stands at approximately $7,500.

## Fixed-plant: Slimming down—but slowly

ALL CLASS I RAILROADS




● **Economics plus marketing.** Meanwhile, North Western's marketing experts were also busy with potentiality studies aimed at finding out whether today's losers might become tomorrow's winners. All these measurements were then put together, and North Western found that its economic and marketing analyses differed hardly at all. At the same time, the road's industrial-development people were being clued in, so that a prospect with his eye on location on a suspect branch line could be warned and, hopefully, relocated on a C&NW line that promised to be around for a while.

North Western looked at a lot of things. The one thing that hurt most

was that it was getting 4% of its freight revenue from 40% of its mileage. And, with all the studies in, C&NW really set out about a year ago to re-allocate. A letter went out from Larry Provo, spelling out the problem, talking about what "public interest" really means, and telling people what North Western wanted to do—had to do. About 27,000 of these letters were mailed, to customers, government officials at all levels, opinion leaders. Provo talked about world trade and the need for making Midwest agricultural products competitive in world markets: "The real public interest means being able to lay down midwestern grain in Rotterdam and other world markets at a competitive price." He talked about "disciplined" transportation. He talked about abandonment of some rail lines and upgrading of others. He talked about an "incredible maze of unnecessary track mileage consisting almost entirely of light-density branch lines [which] is a burden on interstate commerce that the railroad, its shippers and the vast majority of the territory it serves can no longer afford."

● **Measures of progress.** What has reaction been? North Western's track record is one indication: It has won its cases—and, it should be noted, C&NW hasn't filed on a basis of going for a whole loaf and being satisfied with a half; petitions have gone to the ICC only when the evidence was powerful, and the Commission has recognized this. Shipper groups have acknowledged the need for trimming plant—though the individual customer being affected has continued to file his protest.

What about re-allocation of assets? Branch lines mean under-utilized locomotives. They mean non-productive car-days. They mean maintenance dollars spent for little or nothing which is truly productive. They mean managerial time better spent on more important things. They mean track material that could be put to better use in other lines—with a resulting saving in track material that has to be bought new. Over-all, North Western can add up savings of something like $50 million when everything is included—annual operating-cost savings and the elimination of capital costs that might otherwise be incurred.

Consider track alone. North Western has some lines which are still laid with light rail, down to 60-pound. Some of the lines being abandoned have 100-pound-and-up rail. It's being cropped and welded and used as relay—and at this point, C&NW figures it can lay about 600 miles of better rail on better lines in the period 1972-74 without having to buy new rail. And, of course, that old 60-pound rail does bring a certain price as scrap. Ties? North Western hasn't taken up a branch line yet that hasn't yielded a certain number of crossties for use elsewhere. Culverts and bridge timbers may also be salvageable.

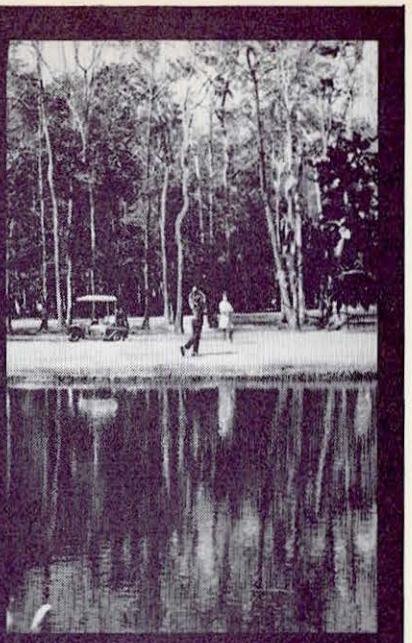
One factor in all this has been merger—and, although mention of C&NW may conjure up images of an unsuccessful liaison with Milwaukee Road and the ad-infinitum Rock Island case, it has to be remembered that North Western has made a few successful combinations, with Minneapolis & St. Louis, Litchfield & Madison, Chicago Great Western. Some of that better material C&NW is putting into track is coming from track involved in those mergers. Just one example: Parts of the former M&StL mainline into Peoria and a former CGW Dubuque-Chicago line have provided good rail—112-and-115-pound 1939-57 rail, in the CGW case—for relay elsewhere.

● **Study—and act.** If there's a single word to describe C&NW's approach, it's "planning." If there's a second word, it's "execution." North Western insists it will never go for abandonments on a law-of-averages basis. And, they assemble a top-level team to present the testimony—a top engineer (backed up by local engineering people); the division manager; the director of costs and economic analysis; the district or regional sales manager involved, and commodity marketing directors or managers. As one C&NW lawyer will say, "To the best of my knowledge, we've never left a question unanswered."

With all the emphasis on re-allocation of transportation assets through selective abandonments, however, North Western people don't see this as a final answer. What they do see is a greater coordination of railroad properties in the Midwest—and to that end, C&NW is working with such roads as BN, Milwaukee, Soo Line. With this kind of approach, one lawyer believes, "There are millions to be saved—and better service to be provided."

And, believe it or not, North Western also believes its program—and the way the program has been handled—have saved perhaps millions of dollars of taxpayers' money. How? Simply because C&NW people and state and Federal highway planners maintain close contact—and the concrete-layers aren't building overpasses or underpasses over and under rail lines that a year or two later may go to weeds.

How do you sum it up? One way is to say that C&NW, without all the deadwood, will be a more effective supplier of effective transportation. Another is to say that North Western's financial position should improve. A third is to say that the road might even wind up with a lot more friends than it had before, as it improves and as agricultural transportation patterns change. Even now, as a lawyer sums it up: "We may not always be liked, in what we're doing. But we're respected." ■

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That's why we'll gladly send you our brochure with 29 Grand Hotel pictures and 2 maps in Point Clear color. You'll see that while we may be off the beaten path, we're well worth getting to. An unspoiled setting with a challenge every golfer should face at least once in a lifetime. Our 3 championship nines with 27 beautiful holes. Outstanding! Surrounded with enough other sports and activities to lure even the most dedicated golfer from the greens.

We offer 500 wooded acres, bay, beach and pool in season, sailing, water skiing, tennis, horseback riding, skeet and trap shooting, quail hunting, deep-sea and freshwater fishing. All with very Grand Hotel accommodations, food, hospitality.

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THE FOUR SEASON RESORT ON BEAUTIFUL MOBILE BAY

**Grand choice of golf, tennis and family plans 10 months of the year. All-inclusive with room, 2 meals, gratuities, tennis, unlimited free golf and much more.** See your travel agent or write: Jim Pope, V.P. & Gen. Mgr., Box 55, Grand Hotel, Point Clear, Ala. 36564. Tel. (205) 928-9201. Planning a meeting? Send for our Grand Conference Brochure.

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HIGH TRAILER
TTX 4776

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Trailmobile's piggyback trailer takes to the rails without a worry. Smooth over-the-road performance is translated into over-the-rails strength with a piggyback kingpin that repeatedly passes tests of 150 tons of horizontal thrust. Full-depth steel posts anchor the nose and four-hinged doors with double bar locks secure the rear. Full-length wrap-around lift pads protect outer rails and side posts.

In addition, Trailmobile is the only piggyback trailer that's been tested and proved by Pullman-Standard, the world's largest builder of rail cars. Long term finance or maintenance leases available through T/M Leasing, with sales and parts service through a nationwide network of Trailmobile branches and dealers.

Trailmobile, a division of Pullman Incorporated,
200 South Michigan Avenue, Chicago, Illinois 60604.

Circle 21 on coupon page 67

TRAILMOBILE®

# People in the News

**ALGERS, WINSLOW & WESTERN.**—**Robert A. Shaw** named general manager, Indianapolis. Mr. Shaw served the Penn Central and predecessors for 20 years in various capacities at Chicago.

**BESSEMER & LAKE ERIE.**—Has announced the following appointments at Greenville, Pa.: **J.E. Foreman,** manager facilities and structures; **R.C. McMaster,** engineer facilities and structures; **A.L. Hunter,** supervisor structures; and **L.D. Packard,** structures inspector.

**BOSTON & MAINE.**—**P.G. Buker** promoted to master mechanic, East Deerfield, Mass. **C.E. MacDonald** promoted to general foreman-equipment, Mechanicville, N.Y. Abolished the position of superintendent motive power, formerly held by **W.E. True,** who resigned to go with **Amtrak.** Also abolished positions of general foreman-motive power and general foreman-cars at Mechanicville, formerly held by Messrs. Buker and MacDonald.

**BURLINGTON NORTHERN.**—**Ernest Thurlow** appointed assistant vice president, coal and minerals, energy and minerals division, Billings, Mont. **David S. Gleason** named director of technical service and project development and **Henry E. Reed,** director of raw materials.

**J.A. Roy Draper** appointed terminal superintendent, Dakota division, Minot, N.D., to succeed **Charles Kech,** named terminal superintendent, Cicero, Ill., Mr. Draper's former position.

**George A. Montgomery, Jr.,** manager, cost control and standards, car department, St. Paul, appointed superintendent, St. Cloud, Minn., shops, succeeding **Thomas F. Hoffman,** resigned.

**Stanley W. Mosvick** named director, safety and rules, Twin Cities region, to succeed the late **John H. Boyd.**

**CAMBRIA & INDIANA—CONEMAUGH & BLACK LICK—PATAPSCO & BACK RIVERS—PHILADELPHIA, BETHLEHEM & NEW ENGLAND—SOUTH BUFFALO—STEELTON & HIGHSPIRE.**—**Bruce H. Klink,** assistant chief mechanical officer of these six short line railroad subsidiaries of Bethlehem Steel Corp., appointed chief mechanical officer at Bethlehem, Pa. Mr. Klink succeeds **Henry C. Jones,** vice president—mechanical, retired.

**CANADIAN PACIFIC.**—**J.K. Dakin,** director personnel organization planning, Montreal, appointed vice president-personnel and pensions.

**CHESSIE SYSTEM.**—**John Tierney,** director of corporate planning, appointed general manager purchases and materials, with headquarters as before at Baltimore.

**CHICAGO & NORTH WESTERN.**—**Caroll D. Ames,** district sales representative, Green Bay, Wis., named district sales manager there.

**Christopher J. Burger,** assistant division manager-transportation, Missouri division, Oelwein, Iowa, transferred to the Lake Shore division.

**Joseph P. Marren,** supervisor-public relations, appointed assistant director of public affairs.

**DELAWARE & HUDSON.**—**John A. Deans** elected vice president-finance, Albany, N.Y. He will continue his jurisdiction and responsibilities as secretary and treasurer. **Raymond J. Landry** appointed district sales manager, Houston, Tex. **Jimmy L. Williamson** named assistant district sales manager, residing in Charlotte, N.C., and reporting to the Hapeville, Ga., office. **Frederick N. Mercurio** appointed manager of intermodal sales, Albany.

**Michael J. Gilchrist** appointed assistant manager of industrial development, Albany.

**FLORIDA EAST COAST.**—**T. Neal Smith,** assistant to comptroller, appointed treasurer. **E.P. Bagwell,** general bookkeeper, named assistant treasurer. **J.D. Colee,** assistant cashier, appointed assistant treasurer.

**GRAND TRUNK WESTERN.**—**E. Robert Adams,** general superintendent of transportation, promoted to general manager, Detroit.

**ILLINOIS CENTRAL GULF.**—**Charles J. Dominique** appointed executive director, communications and computer services department. He was formerly planning analyst in the finance department, **IC Industries, Inc.**

**E.B. deVilliers,** senior consultant to vice president-traffic, Mobile, Ala., and formerly vice president-traffic, Gulf, Mobile & Ohio, retired Feb. 23 after 55 years of service.

**ILLINOIS TERMINAL.**—**E.J. Kloess,** purchasing agent, St. Louis, promoted to director of purchases and materials.

**J.W. Horan,** manager labor relations and personnel, St. Louis, promoted to director of labor relations and personnel.

**S.B. Williams** named trainmaster-road foreman of engines, McKinley Yard, Ill.

**LOUISVILLE & NASHVILLE.**—**K.C. Dufford,** general manager, southern region, appointed assistant vice president-operation, and **Alfred James, Jr.,** general manager, northern region, named assistant vice president-terminals. **S.P. Strickland,** chief transportation officer, becomes assistant vice president-transportation. **R.L. Grimes,** assistant chief transportation officer-operations, named general superintendent-transportation. **C.E. Waelde,** assistant chief transportation officer-terminal operations, appointed general superintendent-terminals. **N.K. Ferguson,** assistant chief transportation officer, plans and procedures, appointed general superintendent-yard office and agency procedures. **W.L. Smith,** assistant chief transportation officer-terminal operations, named general superintendent-terminals. Above are headquartered at Louisville. **R.D. Tiger,** transportation coordinator, named terminal coordinator, Chicago.

**James I. Adams,** chief engineer, appointed assistant vice president, engineering. **A.C. Parker, Jr.,** assistant chief engineer, methods and procedures, named chief engineer,

*(Continued on page 62)*

*These Equipment Trust Certificates have not been and are not being offered to the public. This advertisement appears only as a matter of record.*

NEW ISSUE

May 10, 1973

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Pullman Transport Leasing Company

Equipment Trust Certificates (Series 4)

$10,000,000 7⅝% due May 1, 1981

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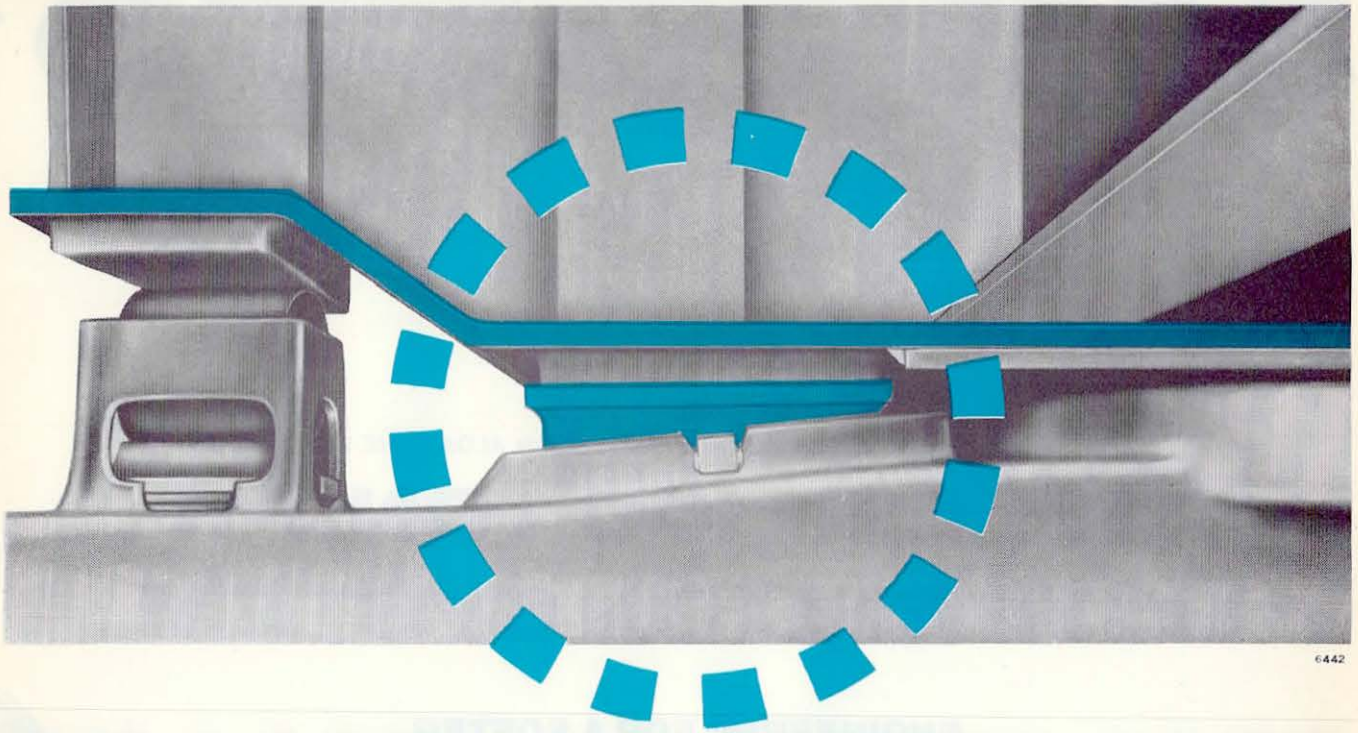
# C-PEP CONTROLS HUNTING




# ON LADEN OR EMPTY CARS

C-PEP—The fail-safe Center Plate Extension Pad system enlarges the freight car-to-truck contact area and introduces rotational control which stabilizes truck hunting tendencies and reduces wear on center plates.

AAR-acceptable for interchange equipment, C-PEP has been proved on more than 10,000 captive 100-ton cars since 1967—without a single wheel lift-off or rail climbing derailment! It helps heavy loads travel easy ... keeps high center-of-gravity loads and empties on the track!

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Discover C-PEP—the technological breakthrough in freight car stability.

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CABLE: CARTRUCKS

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# shippers'

*FOR BETTER PROTECTION ALONG THE WAY, SPECIFY:*

## THE ASF 100 TON T-11 T.M. SUSPENSION SYSTEM

**ENGINEERED FOR A SOFTER, MORE STABLE RIDE!**

**LESS DAMAGE TO YOUR LADING!**

**LONGER CAR LIFE!**

**LESS WEAR ON TRUCKS!**

**LOW MAINTENANCE COSTS!**

**GREATER CAR UTILIZATION!**

Thrall-Door Cars, equipped with the ASF T-11 Suspension System, are now being built for shippers, like the Ashley, Drew and Northern R.R., a subsidiary of the Crossett Division of Georgia Pacific Corporation.

The cars are owned and leased by TRANSPORTATION CORPORATION OF AMERICA, a subsidiary of THRALL CAR MANUFACTURING CO.

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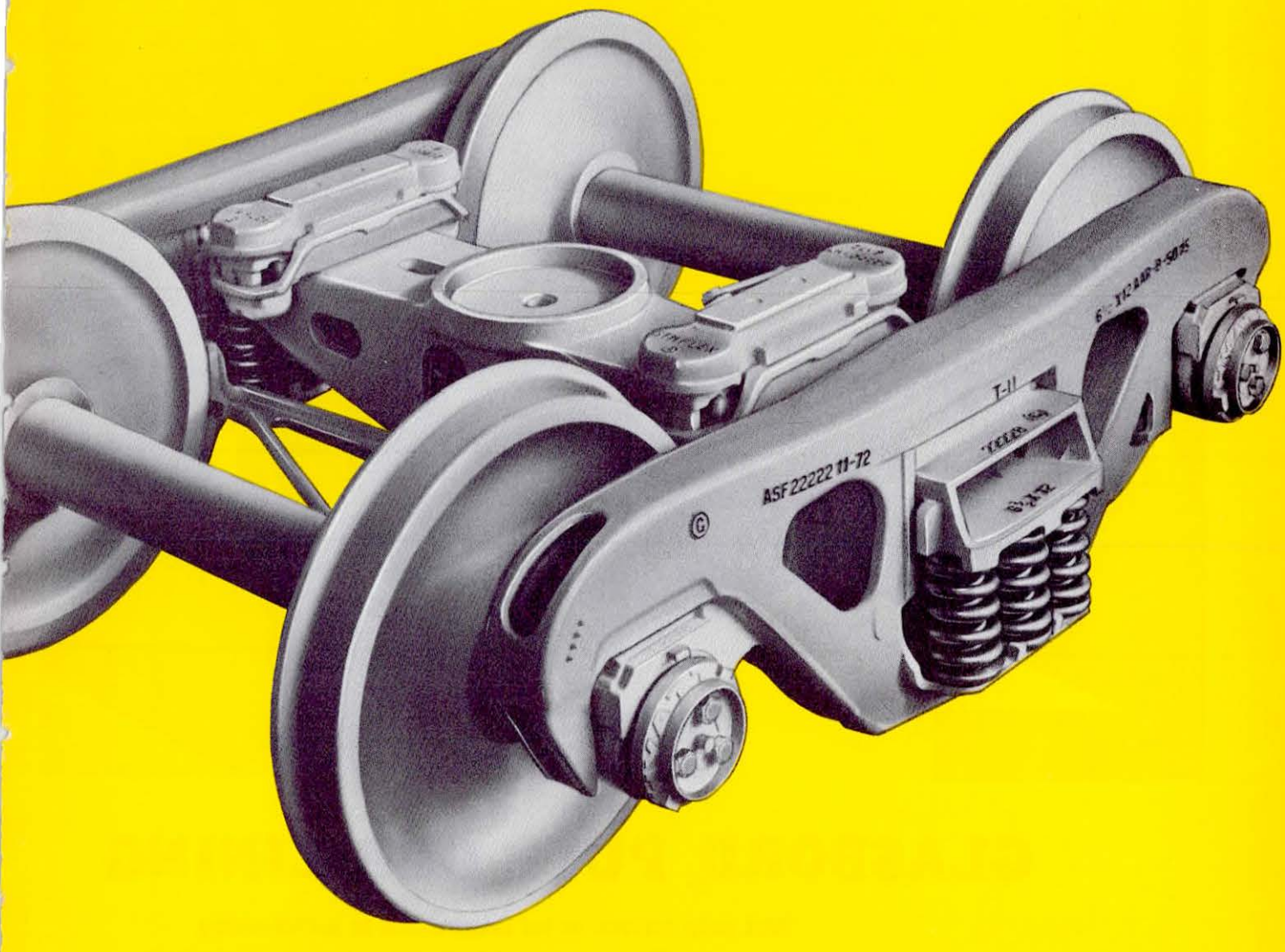


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**ASF American Steel Foundries**

ONE OF THE Amsted INDUSTRIES

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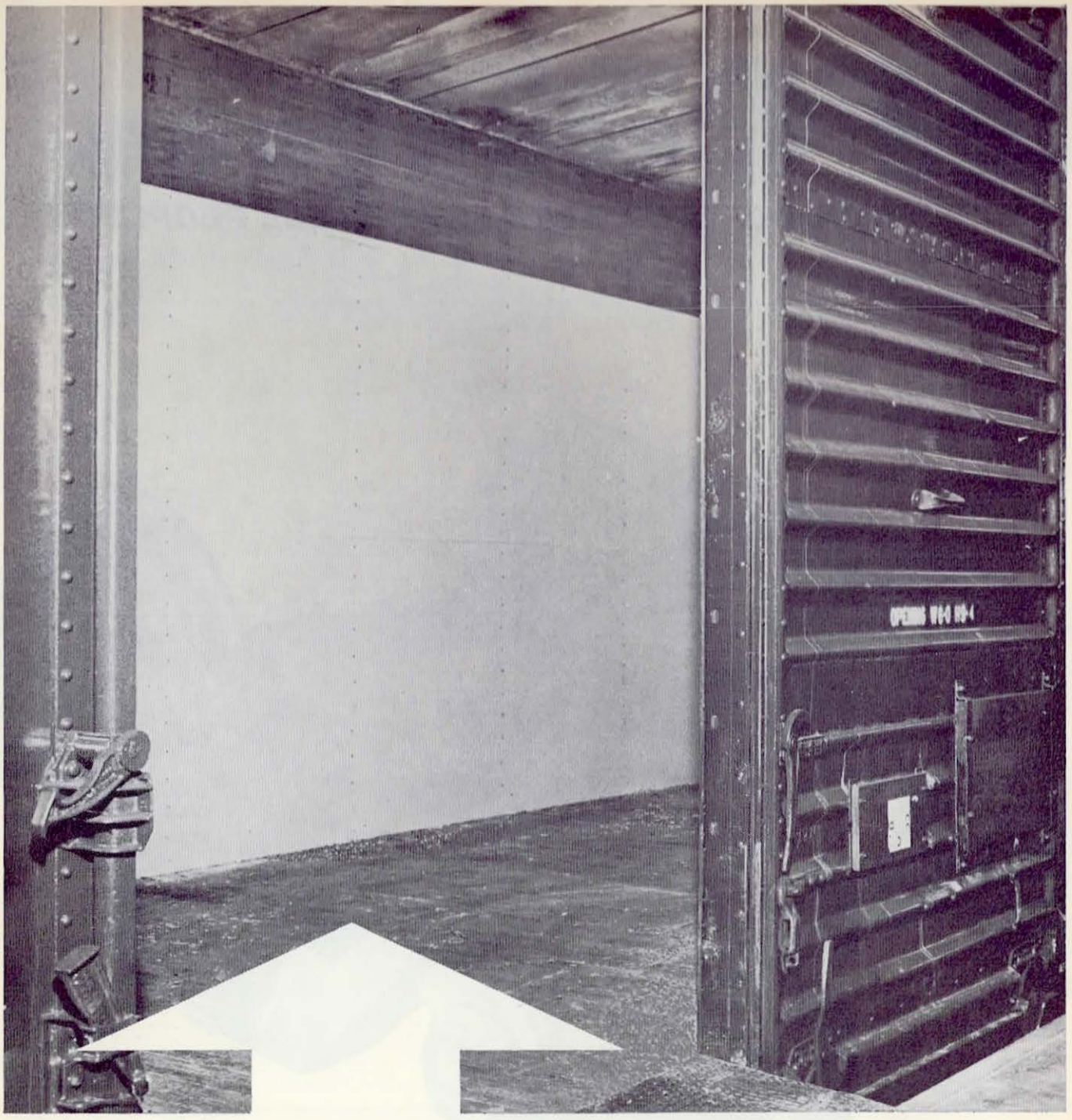

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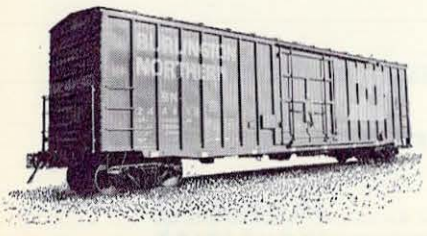
**Wet pulp arrives at its destination in satisfactory condition—no wood slivers—no unwanted dirt—because the cargo is protected by an interliner of Glasbord flat panels that do not rot, rust, nor mildew.**

***Write today for complete information and sample.***



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# BARTLETT

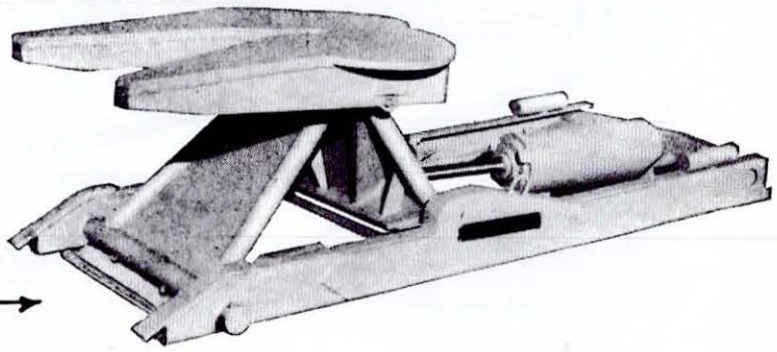
## PIGGY-BACK
## FISHY-BACK
## HYDRAULIC LIFTING
## 5th WHEELS
## *Cuts Spotting Costs 2/3*

***Most Efficient and Economical Hydraulic 5th WHEELS MADE!***

### M60

**LIFTS 50,000 LBS.**
**FULL 14" HIGH**

- Alloy Steel Construction for Longer Life
- Kit includes Frame, 5th Wheel, Air Jaw Controls
- Simplified Mounting; all instructions furnished
- Hundreds Still in Use after 15 Years' Service



### M62 TWIN

**LIFTS 100,000 LBS.**
**14" HIGH**

- Designed for Heavy Piggy-Back, Fishy-Back and Interplant Spotting
- May Be Combined with Stanchion Hook-ups
- Heaviest Wheel Made — WILL STAND PUNISHMENT
- STURDY ROLLER BEARING PUMP NOW STANDARD WITH BOTH MODELS — Will outlive other types 3 times.

***DEALERS IN ALL LARGE CITIES***

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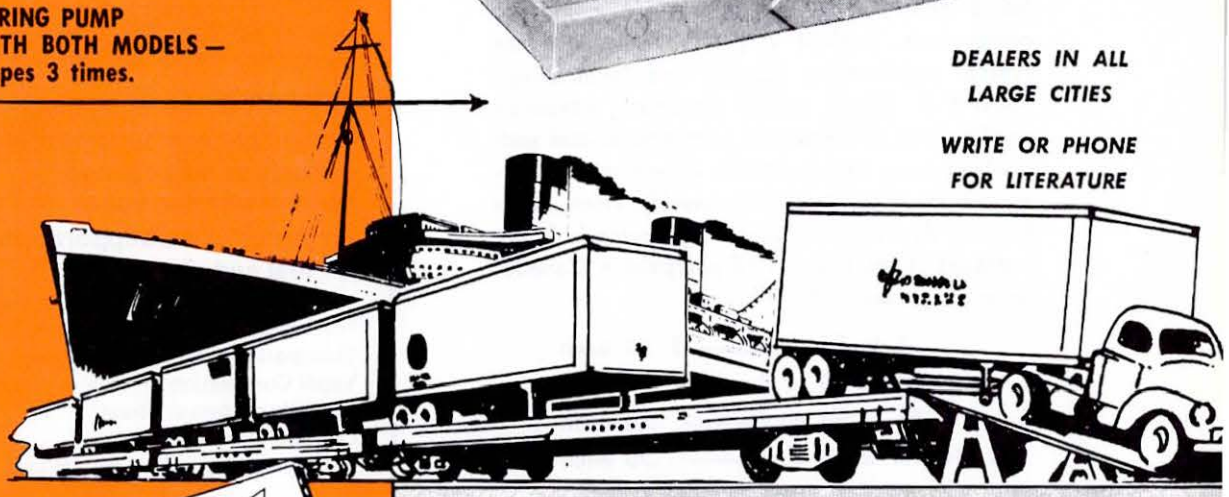
**All Major Railroads, Shipshore Loaders, and Truckers**



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***DIVISION OF***

**BARTLETT TRAILER CORPORATION**
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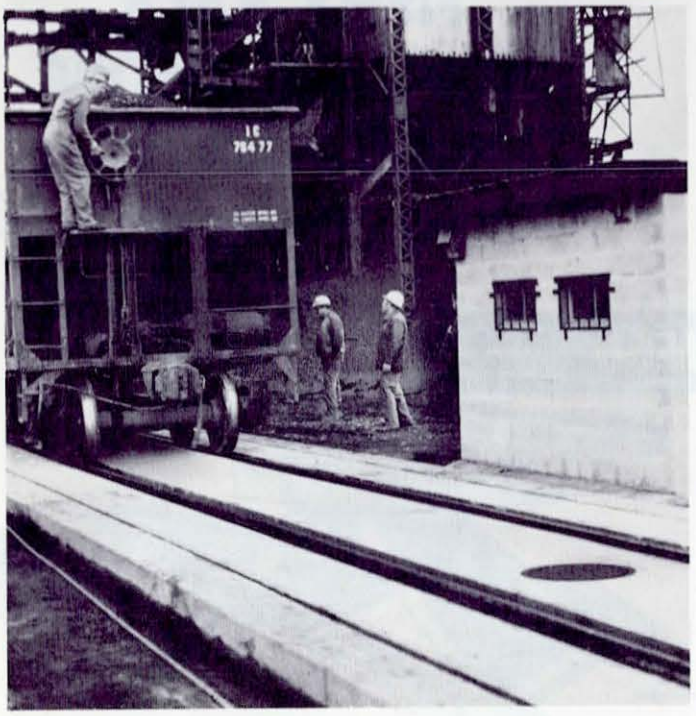
# scales



## For In-Motion Weighing. A New Capability from Fairbanks Morse.

Men concerned with railcar weighing both in railroading and in industry have relied on Fairbanks Morse Weighing Division of Colt Industries for over 100 years for accurate and trouble-free two and four section static track scales.

Now, to meet the need for coupled and uncoupled in-motion weighing systems, Fairbanks Morse has developed a new series of single and bi-directional electronic motion scales which can allow unattended, one-man, in-motion weighing of railcars up to 85 tons.

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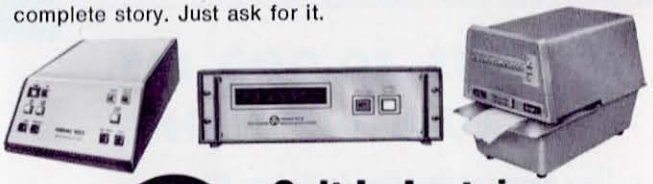

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**Fairbanks Morse**
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## Electronics on the Rails

Three booklets now contain the series of 22 articles which appeared in **Railway Locomotives and Cars** between 1964 and 1970. Booklet 1 (Parts 1-8) describes basic electronic components. Booklet 2 (Parts 9-15) discusses typical applications on cars and locomotives. Booklet 3 (Parts 16-22) describes advanced applications of solid-state components and such contemporary developments as automatic train operation. When ordering, specify which booklets are desired. The single copy price is $1.00, postpaid in the U.S.; $1.15 postpaid in Canada. Quantity prices in the U.S. are:

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| 1 to 25 copies—— | $1.00 each |
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Editorial Department, Railway Locomotives and Cars, 350 Broadway, New York, N.Y. 10013.

## Q. Are damaged air brake hose* chains causing your train delays?

## A. The Vapor Air Brake Hose Support Spring will help eliminate the problem!

* "Air hose parting perhaps, is the greatest single item for train delays . . ."
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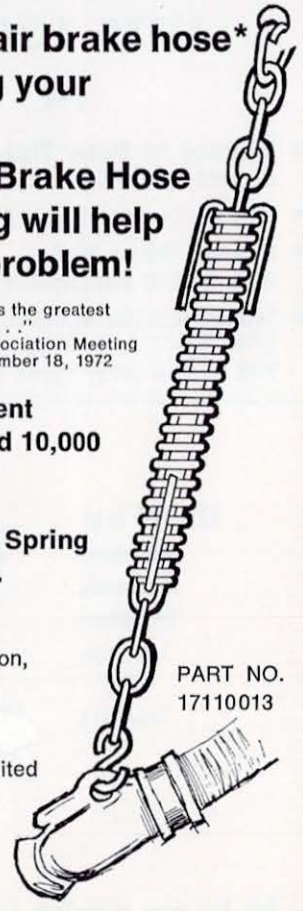
Report RSA, Chicago, September 18, 1972

**The AAR Brake Equipment Committee has approved 10,000 car sets in interchange service with the Vapor Air Brake Hose Support Spring for test and observation.**



PART NO. 17110013

For information contact the Transportation Systems Division, Vapor Corporation
6420 West Howard Street
Chicago, Illinois 60648
In Canada, Vapor Canada Limited

VAPOR CORPORATION

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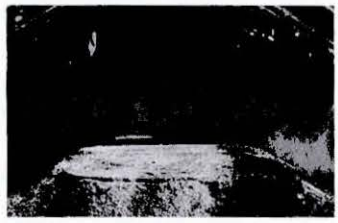
# Can you afford the loss and the dust problem?

If you can afford the material loss and dusting problems connected with the stockpiling and in-transit shipping of mineral solids, then you don't need Dowell Binder.

Dowell's chemical binder—a specially formulated synthetic, liquid adhesive—is designed for use on unit trains, occasional cars and other modes of in-transit open-type shipment. It is also applicable in the stockpiling of coal, mineral concentrates, zinc, lead and copper ores, coke, sulphur and many other materials.

Dowell Binder is sprayed on the surface of the material and forms a solid, but flexible, mass. The "glued" or consolidated material resists wind and/or water erosion, thus preventing loss of valuable materials and providing a cleaner environment.

Dowell engineers are available to help you analyze your material loss or dusting problems and suggest economical solutions. Call or write Dowell Mining Industry Service, P. O. Box 21, Tulsa, Oklahoma 74102.



Circle 4 on coupon page 67

DOWELL

*(Continued from page 54)*

maintenance of way. **Raymond W. Pember,** assistant chief engineer, maintenance of way, becomes chief engineer, design and construction. All will continue to make their headquarters in Louisville.

**Donald L. Morris,** vice president-comptroller, elected vice president-accounting and taxation and comptroller. Mr. Morris assumes the duties of **Lisle W. Adkins,** elected vice president, responsible for special executive office assignments. Both will continue to make their headquarters at Louisville.

**MAINE CENTRAL.**—**Horace N. Foster,** vice president-accounting and finance, Portland, Me., elected corporate vice president. He will continue to head the accounting and finance departments.

**MILWAUKEE.**—**D.O. Burke,** assistant general manager, appointed general manager of the territory east of Miles City, Mont., with headquarters in Chicago. **Q.W. Torpin,** general superintendent of transportation, Chicago, named general manager, Rocky Mountain and Coast divisions, Seattle, succeeding **Martin E. Garelick,** assistant general manager, Seattle. Mr. Garelick elected assistant vice president in the chemicals, fuels and metal products center of the Traffic Department (RA, Feb. 26, p. 42). **R.E. Beck,** superintendent of transportation, Chicago, succeeds Mr. Torpin.

**Richard V. Nugent, Jr.** appointed assistant to chairman of the board. Mr. Nugent was formerly manager, **Arthur Andersen & Co.,** Chicago.

**Donald J. Miller,** sales development manager, named assistant to vice president-traffic, Chicago. **Leo H. Villwock,** sales representative, Louisville, appointed assistant district manager of sales there. **Keith A. Anonson,** assistant to director of operating systems, Chicago, appointed agent-trainmaster, Louisville.

**Edward R. Koudelka,** assistant director of labor relations, named director of labor relations. **C. Richard Raveling, Jack R. Werner** and **Lawrence M. Botzon** appointed managers, labor relations. **Leonard R. Kirchoff** and **Robert L. Hicks, Jr.** named labor relations officers. **Walter D. Schultz** and **Lyle L. Pope** become assistant labor relations officers. All will have headquarters in Chicago.

**George W. Corbett,** director of internal audit, Chicago, appointed assistant comptroller there. **Clayton B. Smith** succeeds Mr. Corbett.

**Harlan B. Johnson** named district safety engineer, Deer Lodge, Mont., succeeding **Charles C. Clinker,** who retired Apr. 30 after 49 years of service.

**MISSOURI- KANSAS- TEXAS.**—**Ms. Matro Moore** named sales manager, Winston-Salem, N.C., to succeed **L.G. Bergman,** retired.

**MISSOURI PACIFIC.**—**Joseph C. Hullihan** named director-traffic coordination, and **C.R. Kilgore,** director-traffic systems, both with headquarters in St. Louis.

**MISSOURI PACIFIC-TEXAS & PACIFIC.**—**William T. Higginbotham** named general sales manager, St. Louis. **R.A. Lundgren** appointed regional sales manager-Southern Region, Little Rock, Ark. **Charles W. Michel,** director-coal and coke traffic, retired May 1.

**P.E. Wilson** named sales manager, Harlingen, Tex., to succeed **Harold W. Kassling,** who retired May 31 after 44 years's service. **Henry L. Arms** and **L.C. Siegersma** appointed sales managers, Tyler and Galveston, Tex., respectively. **J.J. Looney** named assistant district sales manager, New York.

**NEWBURGH & SOUTH SHORE.**—**Joseph G. Verib** appointed trainmaster, Cleveland.

**NORFOLK & WESTERN.**—**Henry D. Light** appointed assistant general attorney, Cleveland.

**Robert J. Field,** analyst, research department, named assistant director-research, Poanoke, replacing **R. Alan Brogan,** who was appointed manager of costs earlier this year.

**PEORIA & PEKIN UNION.**—**Francis Mueller** appointed assistant general manager-operations and personnel.

**PITTSBURG & SHAWMUT.**—**Walter R. Weaver,** executive vice president and chief operating officer, Kittanning, Pa., appointed president.

**RICHMOND, FREDERICKSBURG & POTOMAC.**—**Maurice J. Robinson** appointed assistant auditor of expenditures, **Reginald A. Stanfield,** manager of taxes, and **William A. Griffin, Jr.,** transportation assistant.

**SANTA FE.**—**C. George Niebank, Jr.,** assistant general counsel, named general counsel, Chicago, succeeding **Smith R. Brittingham, Jr.,** who retired April 30, after more than 30 years of service. **Richard K. Knowlton,** as-

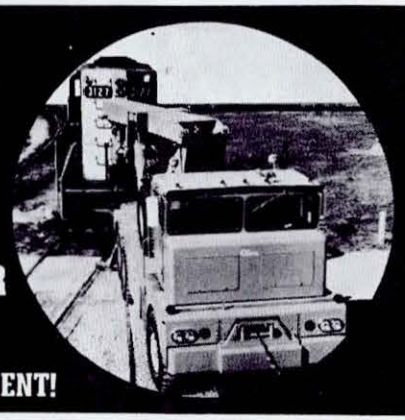

STOP

Go back to our STOP ad, showing how modern railways can now have "Stopping to Operate Progressively" with our B-1 Quick Service Valve. Pages 46 and 47.

NEW YORK AIR BRAKE

A Unit of General Signal Corporation
Watertown, N.Y. 13601

Get A BIG LIFT with ISCO/Cline MATCHMAKER IC-75-MHC LIFTS 75 TONS AT THE DERAILMENT!



**Maneuverability and dependability!**
In the switch yards or on the mainline, the IC-75MHC lifts and repositions derailed locomotives and freight cars faster and easier than any other method.
**The IC-75MHC is never idle.**
These vehicles offer high lifting capacity, maneuverability and versatility with less manpower and lower operating expense!
*Write our dealer for complete details, specifications of the MATCHMAKER line . . . or write.*

**For moving men, equipment**... add the versatility of on-rail transportation with Ryd-A-Rail conversion units.

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ALSO CUSTOM VEHICLES FOR SPECIAL NEEDS!

# Million dollar train action valves. So who needs them?

You do.

Train action control is a must in any end-of-car cushioning concept if the potentially harmful forces of slack action are to be kept in check.

For almost a decade FreightMaster has studied train action causes and controls. Thousands of miles of road tests have been run utilizing trains from Canada to Florida.

FreightMaster has invested over a million dollars in train action research and development. It's been worth it. Today FreightMaster has a train action control system that helps effectively control slack without sacrificing impact performance.

This train action research program goes on because FreightMaster knows that it's vital to you that the leader in end-of-car cushioning stay a leader in this important area of train dynamics.

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Circle 26 on coupon page 67

sistant general counsel, appointed associate general counsel.

**Stephen F. Baca,** assistant manager-pricing, freight traffic, named manager-market research, Chicago.

**John A. Cornelius** appointed manager of insurance, Chicago. Mr. Cornelius was formerly vice president, **Gateway Insurance Agency, Inc.,** Chicago.

**SEABOARD COAST LINE.—T.B. Hutcheson** appointed chief engineer, in addition to his other duties as assistant vice president-engineering and maintenance of way. **M.W. Clark,** chief engineer, retired April 30, after more than 43 years with the SCL and predecessors.

**SOUTHERN PACIFIC.—George E. Farosich,** assistant to vice president-traffic, named traffic manager, central territory, San Francisco.

**S.B. Burton,** manager of personnel, San Francisco, promoted to assistant vice president-personnel. **Donald K. Miller,** assistant manager of personnel, succeeds Mr. Burton. **Edwin J. Hall,** special assistant to the general manager, and **Bryan D. McCoskey,** assistant to the manager of personnel-training, become assistant managers of personnel, San Francisco. **Roy M. Clements, Jr.,** assistant manager of engine service training, appointed assistant manager of personnel, Cerritos, **Orville J. Pilcher,** superintendent of safety (Pacific Lines), advanced to assistant manager of personnel-safety. **Bernard F. Chapman,** special assistant in the operating department, named manager of employe communications, San Francisco, a new position.

**TORONTO, HAMILTON & BUFFALO.—W.K. Cleland** appointed district freight agent, Port Colborne, Ont., succeeding **D.H. Dillon,** resigned.

**UNION PACIFIC.—John F. McDonough,** mechanical superintendent of shops, named to the newly created position of assistant chief mechanical officer-shops and maintenance, Omaha. **Frank D. Bruner,** assistant chief mechanical officer, appointed assistant chief mechanical officer-operations, Omaha. **Marvin G. Marler,** general master mechanic, Cheyenne, Wyo., appointed mechanical superintendent-East there. **Alvin W. Campbell,** master mechanic, Pocatello, Ida., becomes mechanical superintendent-West, Salt Lake City. **Thomas O. Allred, Keith A. Staples** and **James E. Pickett** named assistant mechanical superintendents, Green River, Wyo., Pocatello and Portland, Ore., respectively.

**WESTERN PACIFIC.—Kenneth A. Rank** appointed sales manager, Chicago.

## SUPPLY TRADE

**James A. Van Sant** has been elected president and chief operating officer, **General Steel Industries, Inc.,** St. Louis, succeeding **W. Ashley Gray, Jr.,** who has been elected chairman and will continue as chief executive officer.

**Herman C. Gildner,** regional sales manager, Transportation Division, **Adams & Westlake Co.,** Chicago, has been promoted to vice president of transportation sales, Elkhart, Ind., succeeding the late **Elmer A. Krause. Robert F. Herrold,** eastern sales manager, Newark, N.J., has been appointed sales manager-Transportation Division, Elkhart. **Klete Hilbish,** correspondent, Elkhart office, has been promoted to assistant to the sales manager.

**Franklin G. Fisher,** former vice president, **Reading,** has joined **STV, Inc.,** consulting engineers, to head the rail transportation division. He will have immediate responsibilities in three mass transit assignments in Philadelphia, Virginia and New York.

**Richard S. Warntz** has been appointed manager-railcar parts, **Ellcon-National, Inc.,** Totowa, N.J. **Elmer Danbrowney** has been appointed purchasing agent-railcar parts. Ellcon-National recently acquired the replacement parts business of the former **Fruehauf Railcar Division** for cars built by Fruehauf Railcar and **Magor Car.**

**Thomas S. Tan** has been promoted to president, **SSI Container Corp.,** a subsidiary of ITEL Corp., San Francisco.

**Claude R. Shabeti** has been appointed managing director of international operations, **Servo Corporation of America,** at Lausanne, Switzerland.

**Contenedores de Mexico** has been appointed the agency in Mexico for **Integrated Container Service** of New York. Contenedores will operate a depot in Mexico City for ICS. Operations in Mexico for ICS will be managed through the Houston office, which is under direction of **Don L. Werby,** general manager, Gulf Region.

**Charles C. Campbell** and **Carl Krisco** have been named sales engineers-mass transit, **Transportation Systems Division, Vapor Corp.,** with headquarters at New York and Chicago, respectively. Mr. Campbell was formerly with Vapor's **Vap-Air Division** and Mr. Krisco was engineer supervisor for electric systems in the Transportation Systems Division.

**Evans Products Co.'s** industrial products group has formed a transportation systems division, with headquarters in Des Plaines, Ill. The division, which will include **United States Railway Equipment Co., Southern Iron & Equipment Co., Chicago Railway Equipment Co.** and other manufacturing facilities formerly in the group's industrial division, will serve the railroad industry as well as other areas of the transportation industry. **John C. Felten,** division vice president and general manager, heads the new division.

The Coin Handling Division of the **Keene Corp,** Chicago, has been renamed the Transit Systems Division.

**Robert F. Enters,** assistant chief engineer, **Edison Battery Division, McGraw-Edison Co.,** Bloomfield, N.J., has been promoted to chief engineer.

**J.F. Toot, Jr.,** vice president-international operations, **Timken Co.,** Canton, Ohio, has been elected executive vice president and **W.R. Timken, Jr.,** corporate vice president, has been elected vice chairman-board of directors, both newly established positions. **John H. Fellows,** general manager-sales, Industrial Division, has been promoted to group manager-sales-industrial, railroad and steel, succeeding **W.E. McCoy,** elected vice president-marketing. Mr. McCoy replaces **J.W. Pilz,** elected vice president-international operations. **A.S. Eichman,** Chicago district manager-Industrial Division, succeeds Mr. Fellows.

James A. Van Sant
GSI

Herman C. Gildner
Adams & Westlake

The St. Louis office of **General Railway Signal Co.** has moved to Laclede Gas Building, Suite 2310, 720 Olive Street, St. Louis, Mo. 63101. **Robert A. Sharp** is district manager there.

**Thomas R. Remington** has been appointed special counsel to **General Steel Industries.** Mr. Remington has resigned as a vice president of GSI to return to private practice of law in St. Louis.

**Vernon S. Danielson** has been elected vice president-mechanical operations and **Norman M. Johnson** has been elected vice president-manufacturing, **Cardwell Westinghouse Co.,** Chicago.

**Martin Glickman** has been appointed sales manager-container equipment Fruehauf Division, **Fruehauf Corp.,** South Kearny, N.J.

**M.B. Abernathy,** sales manager, transportation sales, **Continental Oil Co.,** has been promoted to manager, transportation sales, marketing department, with headquarters as before at Houston, Tex.

**Byron J. Stigge** has joined the **Ohio Brass Co.** as a district manager, New York. He was formerly a sales engineer for power transmission and auxiliary products, **General Electric Co.**

**Richard H. Harwick** has been appointed product administrator of traction motor and transit bearings, **SKF Industries, Inc.,** Philadelphia. He will be responsible for promotion and market development. Mr. Harwick was formerly manager of service, **St. Louis Car Division, General Steel Industries,** prior to which he was manager of railroad sales at SKF Industries.

**North American Car Corp.** has moved to new corporate headquarters at 222 South Riverside Plaza, Chicago, Ill. 60606. **Kevin W. Sullivan** is director of sales administration and public relations.

**Harold H. Gudenrath,** account representative, Philadelphia sales office, **Union Switch & Signal Division** of **WABCO,** has been named account manager, Chicago sales office. **Charles Biehl,** proposal engineer, has been promoted to account representative, Pittsburgh sales office, succeeding **Richard C. Clark,** trans-

*(Continued on page 70)*

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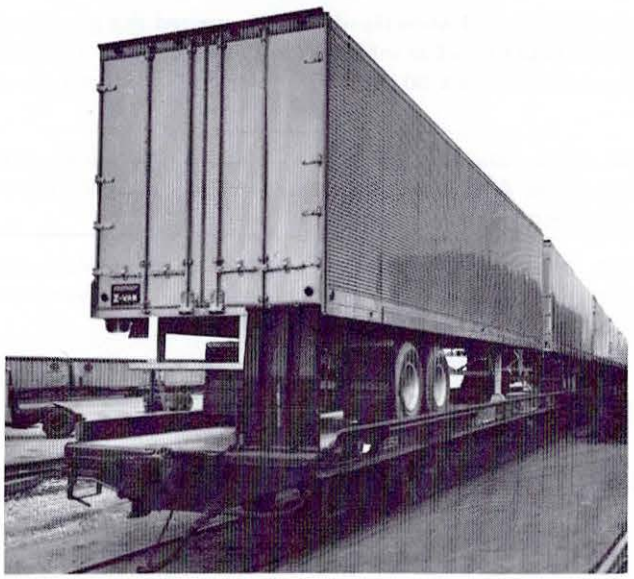
**The Fruehauf Z-Van.**



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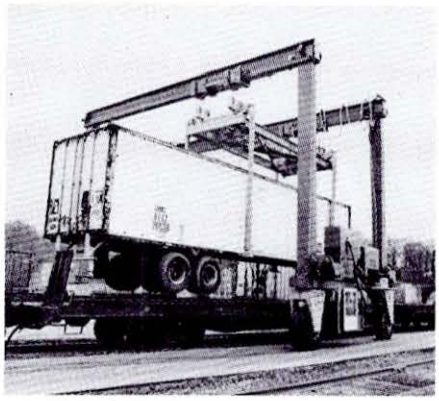
# New Products Report



## Low-cost straddle crane is made just for piggyback terminals

A mobile straddle crane designed especially for handling trailers and containers at railroad piggyback terminals has been introduced by Midland-Ross Corp.'s RPC Division. The self-propelled crane, called Tami-Lift, is being distributed nationally by Howard-Cooper Corp. Tami-Lift, which has a 95,000-lb lifting capacity, is equipped with a Universal spreader that can pick up trailers from the bottom and containers from the top. The trailer pick-up arms fold up and out of the way for container handling. The crane can stack containers three high.

Because of its low initial cost, Tami-Lift can be used as an inexpensive backup crane in high-volume piggyback terminals. It gives the small terminal an economical mobile crane to handle its low-volume COFC and TOFC freight. The diesel-powered crane's hoist, propulsion and steering units are hydraulically operated. A 90-degree steering capability permits easy switching from track to track.

Circle 60 on reader service card

## Undermount cooler has higher capacity

The Carrier-Transicold 2005A diesel-powered undermount trailer refrigeration and heating unit has a cooling capacity of 40,500 BTU/hour when equipped with the optional Model 100 evaporator assembly. The standard operator produces capacities to 39,000 BTU/Hour. Condenser of the unit has Carrier-Transicold Unidrive system with a permanent-magnet generator in line between the four-cylinder Mercedes or Perkins diesel engine and the directly-driven compressor. The generator supplies three-phase power for fan motors and the control, eliminating belt drives, brushes and slip rings. Each unit can maintain any thermostat temperature setting from minus 20 to 80 deg F, with the system switching from high to low speed cooling or heating as required. Defrost is automatic.

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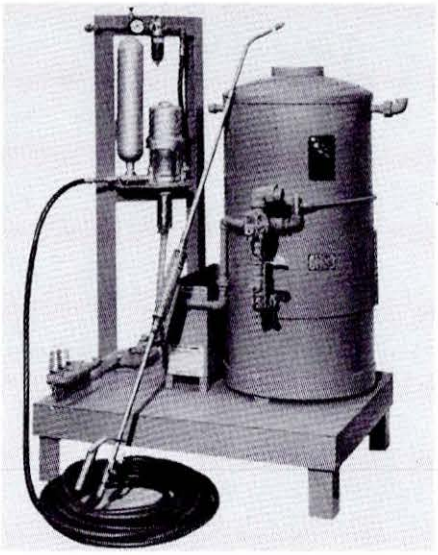

## Compact pressure washer can apply three solutions

The Olympic Model 500G high-pressure, hot water washer utilizes an air-operated pump so that no electrical connection is necessary. It is only necessary to connect to existing water and gas lines. Olympic Manufacturing's 500G will provide hot cleaning solutions to 170 deg F and pressures to 700 psi. In addition, a triplex chemical manifold allows a choice of aluminum brightener, tractor wash on degreaser automatically metered from drums to eliminate the waste of hand mixing. The washer is designed for small repair shops and outlying terminals.

Circle 62 on reader service card

## Handler combines various techniques

A material handling machine, the Model 552 LOED Handler, has the capabilities of a fork lift, along with the ability to lift higher, reach further and to carry long materials on a side deck. There is also an "instant" hook and winch for picking loads from otherwise inaccessible locations. A standard crane hook and winch are on the boom, immediately behind the forks. The unit, developed by LOED Corp., rated at 18,000 lb at a 24-inch load center, has a reach of 23 feet with its telescoping


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boom. The two-wheel drive machine is available with either diesel or gasoline power.

Circle 63 on reader service card

## Tractor brake hoses are self storing

Brakcoil, a coiled nylon tubing up to 15 feet long, eliminates the need for hangers or ties on tractors when brake lines are not coupled. This Parker-Hannifin hose has the approval of DOT's Bureau of Motor Carrier Safety. Since the tubing retracts to only 3 feet when not in use, each line is neatly self-stored and closely attached to the tractor as soon as the trailer is unhooked. Color coding is blue for service brake line and red for emergency. The compression fittings are designed to give the greatest possible protection against air leakage.

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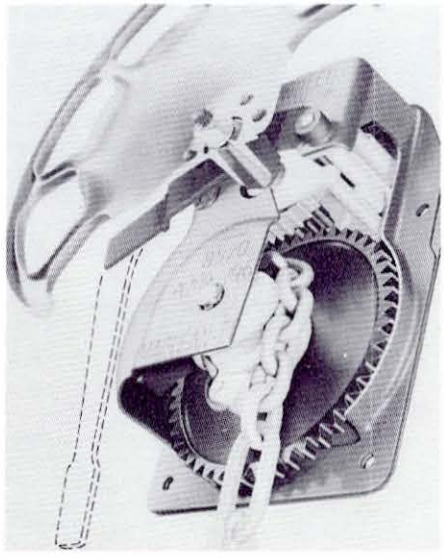

## Hand brake designed for 100-ton cars

The M-F 71 vertical-wheel hand brake has been given AAR approval. This MacLean-Fogg Lock Nut Co. non-spin, gradual-release and quick-release design can be used on all cars up through 100-ton capacity. The release control can be either a long-handle or short-handle arrangement acting to produce a simple gear disengagement. The deep-grooved brake drum with supporting ledges assures repeatable output and prevents hang-up. The M-F 71 has a stub-tooth gearing for added strength, heat-treated forged pinion and gear, a long-travel chain drum and pressed steel housing for low weight. All major parts are lubricated for the life of the brake.

Circle 65 on reader service card

## New radio control head does not need a handset

A simplified radio control head has been announced by Motorola Communications & Electronics. A major concern in designing the control head, which does not require a handset, was the high ambient noise levels in locomotive cabs. Special efforts were made to electrically and mechanically minimize that noise and simultaneously amplify the voice of the operator. Amplification was necessary because the operator might be up to an arm's length away from the microphone. Operation of the new unit is simple: to transmit, the operator pushes the transmit switch on the control head and talks. The control head is interchangeable with the standard AAR control head.

Circle 66 on reader service card

## NEW LITERATURE

**INDUSTRIAL CLEANING.** A 12-page booklet, "Safe, Efficient Practices for Industrial Cleaning," has been made available by Oakite Products, Inc. The booklet can be used to help industrial plants and shops conform with provisions of the Occupational Safety and Health Act with cleaning and related programs that are safe and efficient.

Circle 70 on reader service card

**WEIGHING SYSTEM.** A two-page brochure from B&R Systems & Controls, Inc., gives salient facts about the company's new railroad weighing system, Model SSR7000. The system uses modern electronic load cells to sense weight; weighbeams and levers are totally eliminated. Cars are weighed to all accuracy standards in two seconds.

Circle 71 on reader service card

**RAILROAD/TRANSIT PRODUCTS.** Abex Corp. has published a 32-page, four-color brochure featuring its general line of, among other things, products for railroads, including brakes, rolling stock components, and railroad trackwork and car handling systems.

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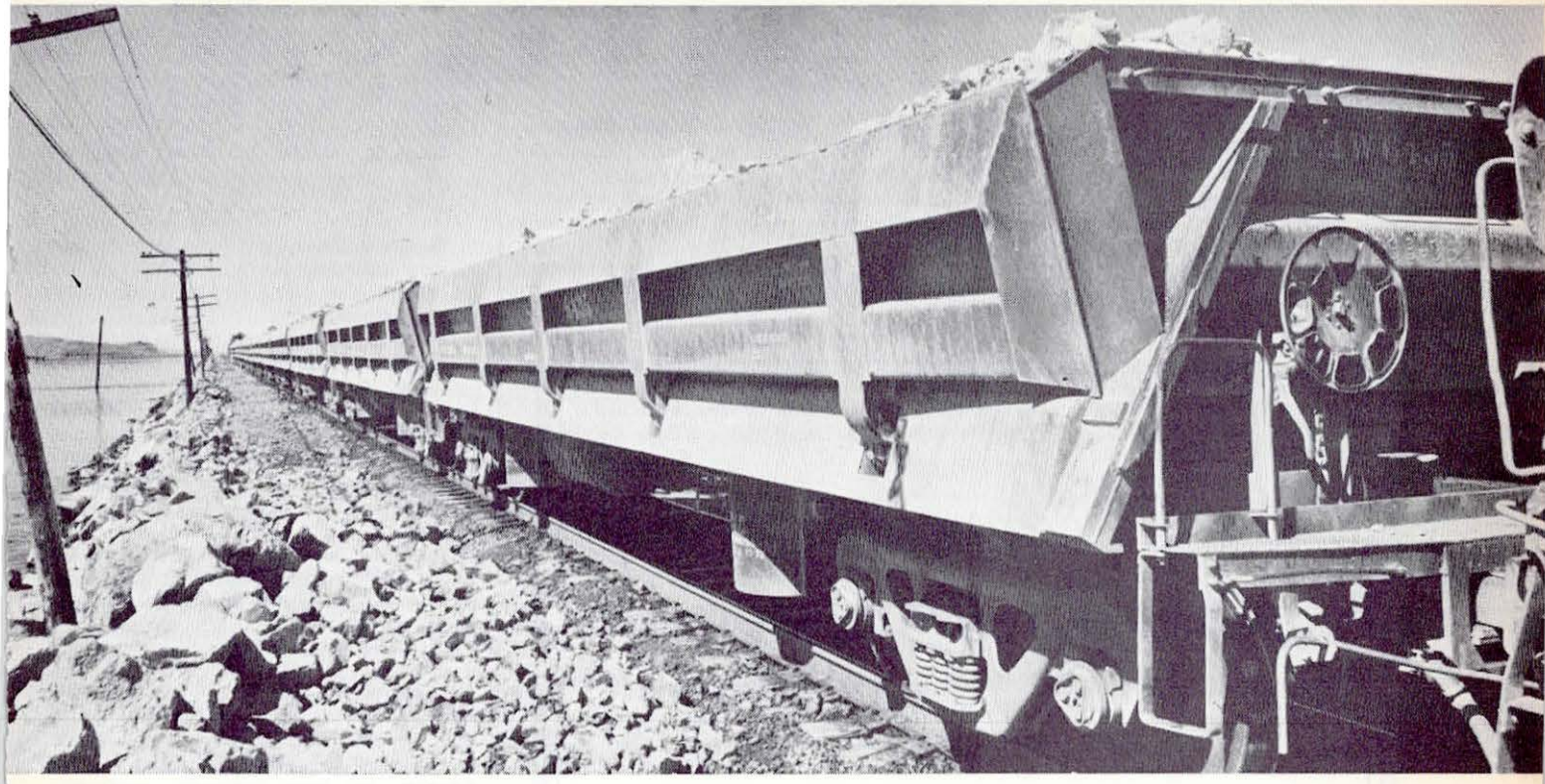

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Circle 14 on coupon page 67

*(Continued from page 64)*

ferred to the Chicago sales office. **Austin Johnson** and **Glen J. Cullum** have been promoted to senior account representatives, St. Louis and St. Paul sales offices, respectively.

**Wayne R. Marley,** manager-technical marketing services, **Union Tank Car Co.,** a subsidiary of Trans Union Corp., Chicago, has been appointed eastern district sales representative, New York.

**Walter J. Hegedus,** sales engineer, machine tools, **Farrel Co.,** Division of **USM Corp.,** Rochester, N.Y., has been named manager railroad equipment sales.

**M.F. Sullivan** has joined **Precision National Corp.** as South Eastern regional sales representative.

The Rochester, N.Y. office of the **Farrel Co.,** division of USM Corp. has announced that **Hutchins/Darcy Inc.,** Rochester, will handle its public relations, advertising and sales promotion activities.

**James C. Strong** and **Joseph J. Spreitzer** have been appointed district managers, western and southeastern districts, respectively, **Kemlite Corp.** They will direct and coordinate the sale of Kemlite's frp products.

**Daryl M. Stack,** district sales manager, **Shippers Car Line Division, ACF Industries,** Pittsburgh, has been transferred to the Mid-eastern District office, Cleveland. Mr. Stack will continue to supervise the Mid-Atlantic district office, Pittsburgh. **Philip E. Bender,** sales representative, Cleveland, has been named senior sales representative, Midwestern District, Chicago. **Ethan W. Allen,** sales representative, New York, has become senior sales representative, Central District office, St. Louis.

**John R. Kessler** has been appointed general supervisor-car maintenance, St. Charles, Mo.

**Donald J. Conway,** customer service coordinator, **Jamesbury Corp.,** Worcester, Mass., has been named sales representative-transportation products.

**William M. Kaufman** has been promoted to deputy division manager, Transportation & Instrumentation Sciences Division, **ENSCO, Inc.,** Springfield, Va. Dr. Kaufman was chief engineer and will remain the focal point for technical direction and guidance on ENSCO railroad research.

**Robert P. Fox** has been elected to the newly created post of executive vice president, **American Hoist & Derrick Co.,** St. Paul, Minn. Mr. Fox will remain in charge of the Capital Equipment Group.

**H.E. Moran,** vice president and general manager, **Danville Industries,** Danville, Ill., has been elected president. **John R. Wright** has been elected executive vice president. **Ted Schmidt** has been appointed production superintendent; **R.W. Block,** maintenance and safety superintendent; and **John S. Davis,** supervisor of billing services.

**Robert J. Laidlaw** has been appointed assistant vice president-marketing, **National Railway Publication Co.,** New York.

**A.E. Olson,** general manager, Western Region, **Realco Services Incorporated,** has been promoted to assistant vice president-sales, with headquarters as before at Oakland, Calif. **B.E. Vandergriff,** general manager, Central Region, Hinsdale, Ill., has been promoted to assistant vice president-sales, Chicago. **D.R. Wright,** assistant to the president, has been named director of marketing. **P.J. Bambach** has joined Realco as manager, Central Region, Hinsdale. Mr. Bambach has been president of Freight Delivery Service of Florida in Atlanta, Ga.

**Thomas F. Hoffman** has been appointed general manager engineering, **Unity Railway Supply Co., Inc.** He was formerly shop superintendent, **Burlington Northern,** St. Cloud, Minn., shop.

## OBITUARY

**Clinton E. Bond,** 63, general freight traffic manager, **Clinchfield,** Erwin, Tenn., died April 21 in Memorial Hospital, Johnson City, Tenn.

**John H. Boyd,** director, safety and rules, Twin Cities region, **Burlington Northern,** died Mar. 24.

**Allan Price Kirby,** 80, former chairman of the **Alleghany Corp.,** died May 2 at his home in Harding Township, N.J.


*This announcement is neither an offer to sell nor a solicitation of an offer to buy any of these Securities. The offer is made only by the Circular.*

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*May 3, 1973.*

# Market Outlook

## CARLOADINGS

Loadings of revenue freight in the week ended May 5 totaled 545,987 cars, according to the Association of American Railroads. This was an increase of 16,493 cars, or 3.1%, compared with the previous week, and an increase of 29,422 cars, or 5.7%, compared with the corresponding week last year. Ton-miles generated by carloadings in the week ended May 5 are estimated at 16.6 billion, an increase of 8.4% above the corresponding week of 1972.

### REVENUE FREIGHT CARLOADINGS

| Commodity | May 5 week | Apr. 28 week |
|---|---|---|
| Grain | 30,112 | 29,636 |
| Farm products | 9,487 | 9,663 |
| Metallic ores | 43,683 | 36,765 |
| Coal | 90,260 | 89,734 |
| Crushed stone, gravel & sand | 30,547 | 28,699 |
| Nonmetallic minerals | 15,602 | 15,357 |
| Grain mill products | 19,221 | 19,140 |
| Food and kindred products | 22,933 | 21,611 |
| Primary forest products | 23,882 | 23,174 |
| Lumber & wood products (except furniture) | 17,583 | 17,946 |
| Pulp, paper & allied products | 22,927 | 23,012 |
| Chemicals & allied products | 31,647 | 30,753 |
| Petroleum products | 9,171 | 9,537 |
| Stone, clay & glass products | 23,103 | 22,286 |
| Coke | 9,016 | 8,634 |
| Metals & products | 29,126 | 28,321 |
| Motor vehicles & equipment | 28,470 | 27,037 |
| Waste & scrap materials | 16,521 | 16,198 |
| Forwarder & shipper assn. traffic | 10,810 | 9,785 |
| All other carloads | 61,304 | 60,282 |
| LCL traffic | 582 | 488 |
| **Total cars loaded** | **545,987** | **528,058** |
| Cumulative total, 18 weeks | 1973 | 1972 |
| | **9,161,544** | **8,701,195** |
| Estimated revenue ton-miles (billions) 18 weeks | 284.3 | 263.0 |

## PIGGYBACK LOADINGS

U.S. piggyback loadings for the week ended Apr. 28 totaled 29,388 cars (10.8% above the corresponding week last year) and 50,760 trailers or containers (up 13.2% from 1972). Cumulative volume for the first 17 weeks of 1973 is 487,314 cars (up 18.7% from last year) and 838,082 trailers or containers (up 21.9% from 1972).

## IN CANADA

| 7 days ending | Tons of Revenue Freight | Cumulative Totals |
|---|---|---|
| April 30, 1973 | 5,847,692 | 72,814,676 |
| April 30, 1972 | 5,216,308 | 64,009,967 |

● *British Columbia Railway.*—Has requested tenders for construction of 1,000 special bulkhead flat cars for lumber, and 100 woodchip cars. Also, BCR will build a $5-million rail car assembly plant at Squamish.

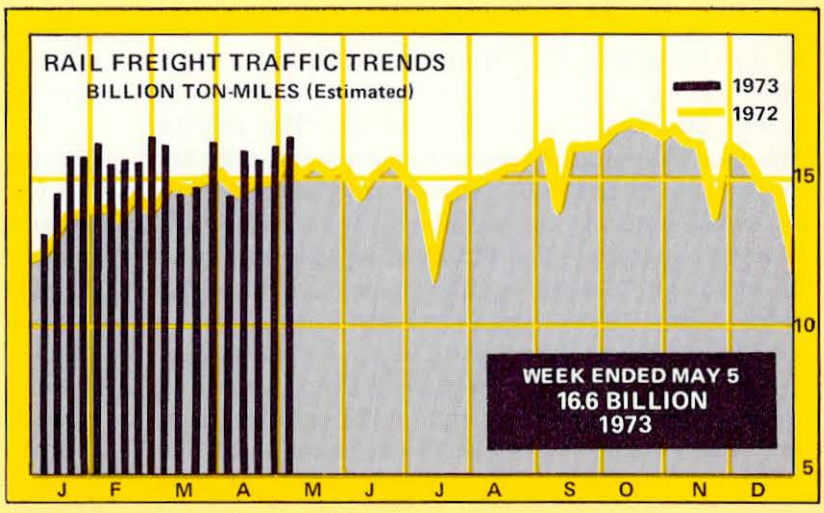
● *Burlington Northern.*—Will acquire an additional 60 3,000-hp diesel units in 1973 at an estimated cost of $24 million, and 600 100-ton open-top hopper cars for unit-coal-train service at an estimated cost of $10.2 million. GE will build 35 of the diesel units, EMD 25; 15 are to be delivered in June-July and the remaining 45 later in the year. Also, BN has ordered 80 100-ton, 4,000-cu-ft-capacity open-top triple hopper cars from Greenville Steel Car for August-September delivery.

● *Canadian National.*—Has committed $16.5 million to purchase 500 highway trailers, 150 domestic containers and 400 container and piggyback flat cars as part of a program to expand its intermodal operations throughout Canada. Also, Uniswitch Division of WABCO, Ltd., has received a CN order for signal equipment additions to the "GO" commuter line, which is being extended 7 miles from Halwest to West Toronto.

● *CP Rail.*—Construction was scheduled to begin this month on a new, $1-million one-spot car repair shop at Alyth Yard in Calgary, Alta. Completion is slated for next November.

● *Penn Central.*—Plans to lease 300 4,750-cu-ft-capacity covered hopper cars for hauling grain, and 277 60-ft, 100-ton box cars for carrying automobile parts. Deliveries are expected to begin in the fourth 1973 quarter. North American Car will lease the cars to PC. It is estimated the cars will produce $7.8 million in annual revenues for the railroad.

● *Trailer Train.*—Ordered 2,649 flat cars; all except 296 68-ft, 90-ton cars will be 89 ft. 4 in. long. ACF will build 200 standard-level cars; Bethlehem Steel, 1,428 standard-level cars and the 296 90-ton cars; Pullman-Standard, 600 standard-level and 125 low-level cars. Since Jan. 1, TTX has purchased 4,109 new cars. TTX has 65,944 cars in service or on order.




*Source: Association of American Railroads*

# Moving Freight

### BN BOOSTS ITS EQUIPMENT BUDGET

New increases in already-heavy coal and grain movements have led Burlington Northern to increase its 1973 equipment program by $34.2-million, for acquisition of 60 3,000-hp diesel-electric units and 600 100-ton open-top hopper cars. The cars and most of the locomotives were originally in BN's 1974 plans. But, says President Robert W. Downing, indications are that "the current extraordinary movement of grain will continue through '73 and then remain above normal for an indefinite period, perhaps years." Moreover, BN is hitting into an earlier-than-expected startup of a unit-coal-train movement in which almost 1.3 million tons a year will go by rail to St. Louis for transloading into barges and eventual delivery to power companies downriver on the Mississippi. This move had been set to begin in '74; instead, it gets operational in June 1973. With the new equipment orders, BN's capital commitments for equipment in calendar '73 now stand at more than $116 million (including $22 million in equipment actually delivered last year).

### CN TO EXPAND INTERMODAL OPERATIONS

Canadian National has taken three key steps toward expanding its intermodal operations throughout Canada. First is a commitment to purchase additional domestic containers, highway trailers and specially designed flat cars (see p. 71). The second step has been an expansion of CN's domestic container service between western and central Canada to encourage movement of freight at new competitive rates. Finally, a complete review and redesign of train services has produced new high-speed train operations between Toronto and the Winnipeg-Saskatoon-Calgary market areas to carry piggyback trailers, domestic containers and "time-sensitive" carload traffic.

### PC BUILDS NEW AUTOMOBILE TERMINAL

Penn Central has completed construction of a new automobile terminal in Earnest, Pa. The facility, says Paul Funkhouser, senior vice president-sales and marketing, "provides PC with the necessary capacity to meet present as well as future automobile business volumes." The terminal, on a six-acre tract, has two rail unloading tracks and can bay 700 automobiles. It receives shipments from American Motors Corp. plants in Bath, Wis., and Brampton, Ont., as well as traffic from Jeep Corp. at Toledo, Ohio. Before, shipments from AMC and Jeep were routed to another PC automobile terminal at Earnest which also served as a receiving point for Ford Motor Co. and will continue in that role.

### TERMINAL CHOSEN FOR NEW CONTAINER SERVICE

The Brunterm container terminal at St. John, N.B., has been selected by Orient Overseas Container Line as the Canadian terminal for a new container shipping service linking North America with Japan, Nationalist China, Korea and Hong Kong. Regular monthly service by the non-conference line through Brunterm is to begin June 1 with the arrival of the containership Taeho. Vessels to be used in the new service range in capacity from 500 to 800 containers.

### NEW CAR SHOP REFLECTS TRAFFIC GROWTH

CP Rail has opened a new heavy freight car repair shop in Calgary, Alta., in response to continuously growing railway traffic in western Canada. The traffic growth is expected to continue during the next decade. The $3.3-million shop will be capable of carrying out heavy repairs on almost 4,000 cars a year; it is expected 2,700 cars will be serviced in 1974. In designing the shop, a CP Rail spokesman said, "particular consideration was given to the growing number of unit trains and solid trains that operate on the Pacific region. Their efficient operation is dependent upon closely-scheduled cycling of equipment and a minimum of maintenance down-time."

### L&D HITS THE DOWNWARD TRAIL

Rail freight loss and damage payout declined in 1972—and, while the actual decrease was small (less than $200,000), it was significant that this first drop in payout since 1961 came in a year when ton-miles were at an all-time high. Also encouraging was a continuing reduction in the payout-to-gross ratio, which was 1.97% in 1970, 1.88% in 1971 and 1.75% last year. As total payout went down from $234,746,402 in 1971 to $234,547,470 in '72, new claims filed also declined. And substantial reductions in payout were recorded for a number of individual commodities.

### CHESSIE SYSTEM DUMPS LARGEST COAL CARGO

The Chessie System announced that it had dumped earlier this month the largest cargo of coal ever loaded into one ship at its Presque Isle Docks in Toledo, Ohio. The record coal cargo amounted to 29,950 tons, compared with the previous high of 28,391 tons dumped last Dec. 8. The May load was bound for the Steel Co. of Canada at Hamilton, Ont. It arrived at Presque Isle in 382 Chessie System hopper cars from the Madison Mine at Ashford, W. Va. It took eight hours to fill the ship at the rate of 48 cars an hour.

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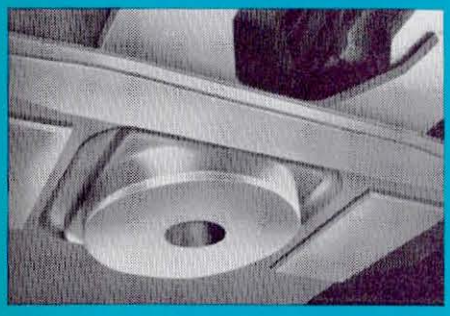

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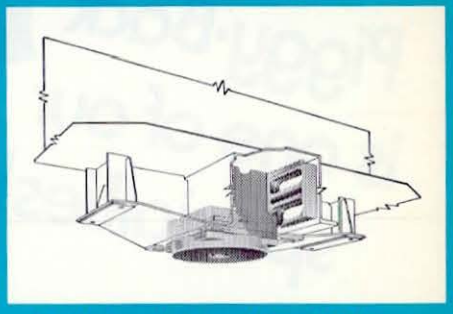

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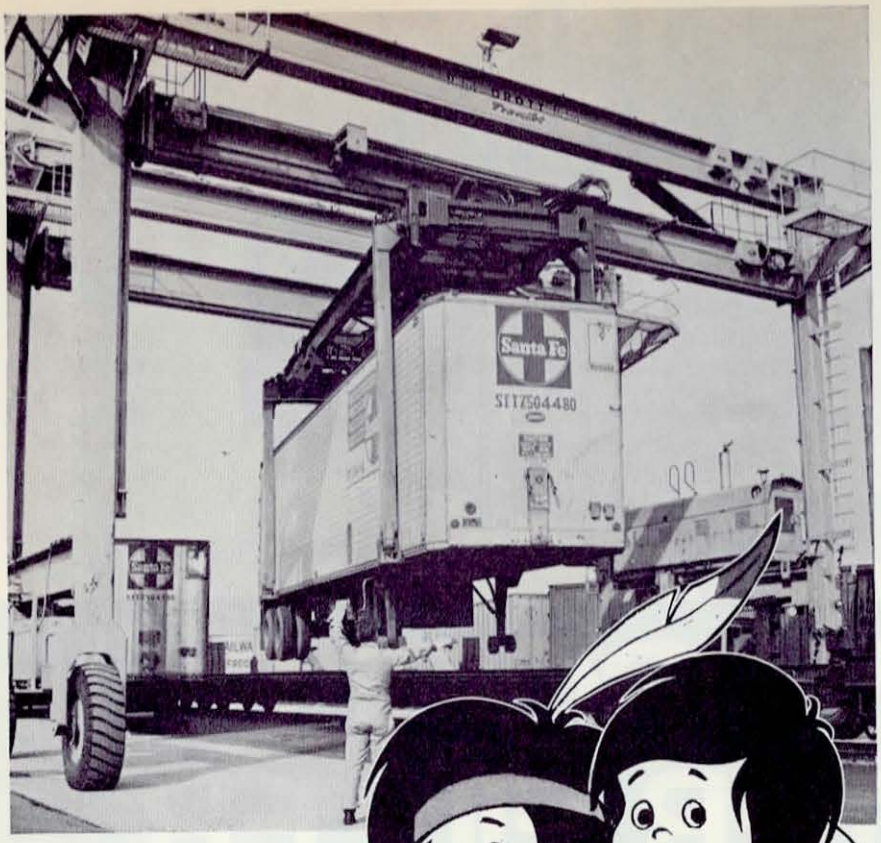


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## INDUSTRIAL TRAFFIC

**L.L. Dintiman** has been appointed director of distribution, **Union Carbide Corp.**, New York. He has been general manager-production, Chemicals and plastics.

**John H. Schuller** has been named traffic manager, midwest foundry divisions, **Midland-Ross Corp.**, Sharon, Pa. He will be responsible for traffic coordinating activities at National Castings Division plants in Sharon and Melrose Park, Ill., Unitcast Division in Toledo and the Industrial Castings Division at Cicero, Ill.

The Corporate Traffic Department, **Sun Chemical Corp.**, has been relocated from Carlstadt, N.J., to 222 South Marginal Road, Fort Lee, N.J. 07024.

**Harold T. Reed** has become an associate of **Goodman-Reichwald-Dodge, Inc.**, Milwaukee, Wis., which offers industrial traffic services to industry. Mr. Reed has had 40 years with Line Material Industries, **McGraw-Edison Co.** in the field of industrial transportation and physical distribution.

**William R. Allen Jr.**, has been promoted to director of transportation, **Union Equity Cooperative Exchange**, Enid, Okla.

**R.W. Vipond** has been appointed transportation economist, **Canadian Industrial Traffic League**, Toronto, Ont.

**Robert E. Heine** has been named director, transportation and distribution, **ITT Rayonier Inc.**, New York. Mr. Heine was formerly manager of physical distribution, **International Telephone and Telegraph Corp.**, the parent company.

**Robert E. Marsh** has been named traffic manager-special services, **Allied Mills, Inc.**, Chicago corporate traffic department, replacing **T.R. Forsythe**, named plant traffic and purchasing manager, Guntersville, Ala.

**Nate Talbot**, East Central Region assistant traffic manager, **Morton Salt Co.**, has been named West Central Region traffic manager, Kansas City, Mo.

**Robert E. Gillespie**, traffic analyst, West Central Region, **Morton Salt Co.**, Kansas City, has been named assistant West Central Region traffic manager. **Arthur J. Kozma, Jr.** has been promoted to assistant Central Region traffic manager, Rosemont, Ill.

**George W. Woodward** has been appointed manager of distribution, **Combustion Engineering**, Windsor, Conn.

**Thomas J. Mulhern**, assistant traffic manager, Minerals Division, **Combustion Engineering**, Stamford, Conn., has been promoted to traffic manager, Cermatec Group.

In a reorganization of the General Traffic Department of the **Aluminum Co. of Canada**, the following appointments were made: **H.M. Kruse**, assistant manager, general traffic; **G.M. Peretz**, manager-transportation; **E. Eccles**, manager-operations; and **J.M. Nolan**, manager-rates.

**Walter P. Barrett** has been elected vice president-purchasing and traffic, **Dravo Corp.**, Pittsburgh.

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# Viewpoint

## At Roseville: Heroism and cool competence

The cause of the Roseville disaster may never be known. With pertinent physical evidence quite possibly destroyed in the bomb explosions and fires that followed, investigators may never be able to prove, for sure, what caused a carload of fragmentation bombs to explode April 28 in Southern Pacific's Roseville, Calif., yard—an explosion which touched off blasts in 17 other bomb-laden cars and, for the better part of two days, gave the area the sound and fury of a war zone.

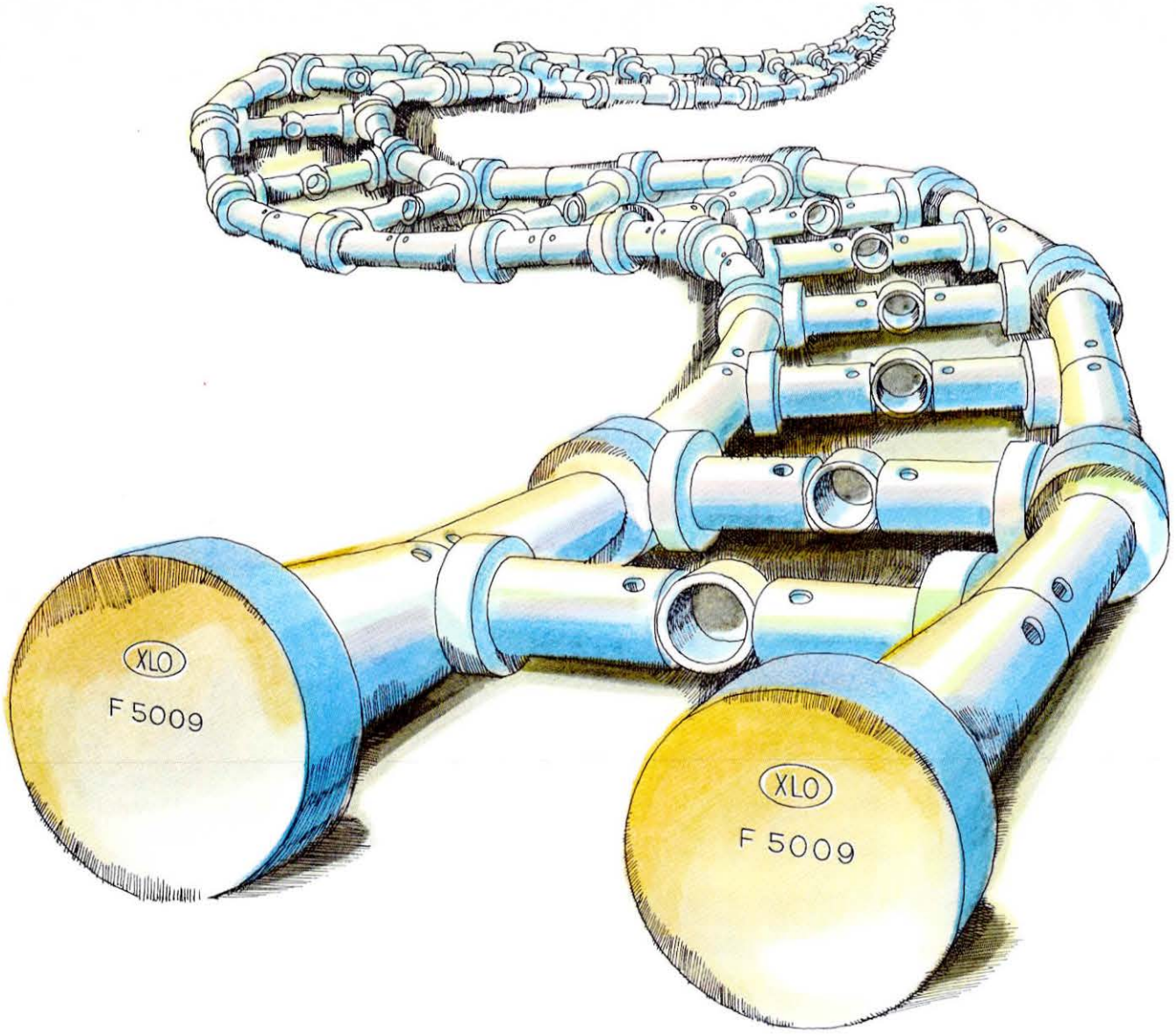
But one thing about the disaster can be said for sure: Southern Pacific's reaction was little short of magnificent, in just about every aspect of operations that became instantly involved. And while there can be no minimizing of the fact that a disaster did occur, there can likewise be no minimizing of the competence SP displayed in dealing with it.

There were many instances of individual heroism. While the bombs were still exploding, for example, SP personnel were pulling cars from the area near the blast—including three carloads of bombs and several cars loaded with LPG. SP firefighters, aided by a PFE unit, moved in on the afternoon of the first day (bombs continued to go off until the afternoon of the second day). Once, an explosion hurled a bomb onto the top of a smoking box car. SP people hosed it down, hooked a line to the unexploded bomb, anchored the line and pulled the car to safety.

There were also many evidences of splendid organization. Though the blasts came on a weekend—and though Roseville is perhaps not the easiest place in California to reach—top officers of most SP departments were at the scene less than four hours after the first car went up. Immediately, they began assessing what would be needed to get the operation back in business. SP's public-information efforts were no less well-organized, with key members of the public relations department on the spot in a hurry and an "anchor" desk functioning in San Francisco. Study of press coverage of the disaster gives one indication of the value of this effort: News reports reflected knowledge of facts—with less overblown journalism than might have been expected, and almost none of the "blame-the-railroad-because-that's-where-it-happened" kind of reaction. Busy as they were, SP officers were getting the facts to p.r., and p.r. was getting the facts to the media. Finally, SP was doing its best to help the ordinary citizens who were suffering—the injured, those who had to be evacuated, those who were injured. Claims were being settled, and fast. At one point, SP people told local glass companies to "go ahead and make replacements and send the bill to us"—even though the real questions of legal liability may not be decided for months. Said SP: "All that will be sorted out later. In the meantime, we wanted to do everything in our power to ease the situation." By May 11, SP had paid out about $600,000 in claims handled this way.

### A "MOST RESPONSIBLE" PERFORMANCE

How do you sum it up? Maybe by saying that SP did a tremendous job—but one which other major roads would also have done, in the face of similar circumstance. Maybe by saying that a railroad again proved its resiliency, its ability to cope. Maybe by saying that courage, dedication, competence and compassion are not lost causes, among railroads and their people. Or maybe, sum it up as "The Sacramento Bee" did: SP acted "in a most responsible manner." It sure did.

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